



## Jocelyne Paul, CAE

### Organizational Non-Profit Leadership, Strategy, Leadership Coaching

An engaging, highly versatile executive with an outstanding track record of success, a talent for influencing positive change and building highly productive relationships with a diverse array of stakeholders to facilitate significant operational improvements. Jocelyne is a goal driven systems thinker with expertise in driving transformational change, developing people, and generating revenue.

### SELECTED ACHIEVEMENTS

- Organizational Leadership – As executive director of a \$15M non-profit agency, provided strong, decisive executive leadership and oversight to five director-level reports, 12 managers and over 235 unionized and non-unionized frontline staff. During her tenure, revenue was increased from \$6M to \$15M with the development of fee for service programs and the creation of innovative new service delivery models.
- Innovation – Spearheaded the development and implementation of one of the first shared services organizations in Eastern Ontario's developmental services sector. In collaboration with two other agencies, established the for-profit organization as a legal entity, initiated a governance structure, and created partnership and service level agreements. This \$1.3M organization capitalizes on and leverages in-house resources and sector expertise providing high quality services at a reduced cost for other non-profit organizations. Served as the founding interim executive director for nine months which involved implementation of various organizational structures and the amalgamation of three agency's administrative teams.
- Coaching and Development – Coached, mentored and facilitated the development of several managers and directors who later became C-suite or executive directors.
- Amalgamations – Successfully merged a developmental services agency with another developmental services agency preventing closure of services. This resulted in a significant increase in operating budget, increased financial stability, seamless support to the individuals and their families and continued employment opportunities for staff.

### PRIOR EXPERIENCE

- Ottawa-Carleton Lifeskills – Executive Director
- Ottawa Shared Services Organization – Founding Interim Executive Director
- BGR Coaching and Strategic Solutions - Advisory Board
- Ontario Agencies Supporting Individuals with Special Needs (OASIS) – Board Member
  - Partnership Table and Provincial Network Representative
  - OASIS Communications Committee Member
- Ottawa Developmental Services Network – Chair
  - Affordable Housing Action Committee – Chair
- Camp Quality Eastern Ontario – Board Member
  - Program Director – Camp Quality Eastern Ontario

### QUALIFICATIONS

- Canadian Society of Association Executives - Certified Association Executive (CAE)
- Rotman School of Management, University of Toronto - Public Service Leadership Institute Certificate
- Queen's University - OASIS Advanced Leadership Training
- Centre of Excellence for Public Sector Marketing - Dealing with Association Revenue Challenges
- University of Saskatchewan - Bachelor of Arts
- MacKay CEO Forums - Member

