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TREASURY BOARD SECRETARIAT-OFFICE OF THE CHIEF HUMAN RESOURCE OFFICER- DISABILITY MANAGEMENT PROJECT

A three year project to modernize and improve how the largest single employer in Canada manages disability, including return to work and integration of disabled employees with a target reduction in costs related to disability of more than \$38 M (13%) per year by 2012.

Director and Project Manager

Oct. 2008 to Nov.2009

Directly responsible to oversee on-going research, development of business case, establishing benchmarks and monitoring/reporting of progress at the centre and departmental levels. Secretary to the Assistant Deputy Minister's Steering Committee on Disability Management. Responsible for the production and distribution of tools, guides and information to assist Deputies in their responsibilities with regards to managing human resources and facilitating return to work of disabled employees.

- Established through recruitment and training a team of senior analysts and researchers to develop guides, identify issues and gaps in systems, services and policy and assist departments in establishing business case for internal reallocation or modest investments through fiscal framework, help find external expertise to assist in developing needed auditing and benchmarking, develop reporting templates, support ADM steering committee in their leadership in developing and improving disability management, develop and maintain sub-level working groups and a federal network of disability management professionals (community of expertise), assist in reviewing current services (FTWE) and investigate resource needs within the federal workplace for early identification, intervention, accommodation and return to work, reporting on trends and common workplace factors that contribute to health problems and disability and make recommendations towards prevention of illness in the workplace.
- Guides for employees, managers and HR professionals being developed and posted for all PS.
- Departmental Reports through third party indicators on disability developed and shared among ADM steering committee member Departments (8).
- Conducted two studies on Disability Management to inform on best practices in and outside federal workplace
- Investigated the possible direct operational savings to departments in replacement costs and GECA transfers to help develop departmental business case for modest investment in human resource and systems infrastructure.

HEALTH CANADA'S EMPLOYEE ASSISTANCE SERVICES BUREAU

A \$7.7 Million business-within-government high quality service delivery operation serving over 1 Million Canadian public and para-public employees (active and retired) and their families in Canada and abroad.

National Director / National Manager

2001 to 2008

Initially hired as National Manager in April 2001 at a time of realignment and restructuring of the Occupational Health and Safety Programme within the Healthy Environments and Consumer Safety Branch of the Department. Became acting Director in 2002. Responsible for a complete review of HR classification and regularization while maintaining and possibly enhancing the services delivered to its customers. Directly responsible for recruiting 30 new employees during this period to meet increased business resulting from successful expansion of the service. I-AS became during this period the largest internal Employee Assistance Program provider in Canada. Implemented quality assurance in all service lines and engaging in an international quality accreditation process to be completed in spring 2005. Was instrumental in tripling the revenues (sales) of the Bureau in a period of 7 years, through direct involvement in recruiting needed talent, quality improvement, strategic marketing activities, regular supervision of nation-wide program management, sales and marketing and after-sales service activities.

- Established quality assurance in the delivery of the employee assistance program service line, as well as in the delivery of the organizational development service line ("SOS management") which contributed to increase the sales ten fold over 7 years.
- Completed regularizing of positions, meeting EI regulations (created 11 employee positions to replace several contractual agreements) without additional expenditures.
- Strategically prepared for and oversaw several operational reviews of EAS by customer and stakeholders (Treasury Board, DND, FNIHB of Health Canada), all resulting in positive results.
- Directly supervised 9 employee positions administratively and functionally, and 6 other employees positions in the regional offices of WHPS during this period.
- On-going negotiation and advocating for support and flexibility from Finance, Material management and contracting authorities to support a cost-efficient model of business-within the government.
- Successfully developed a psycho-social Emergency Preparedness and Response proposal for Public Safety and Anti-Terrorism funding, and oversaw the implementation of a National Emergency Response Team and Preparedness guides and handbook for Public Service Managers.

ADDICTION SERVICES OF EASTERN ONTARIO

One of two fully integrated prevention, detoxification, assessment and treatment service in the province of Ontario at the time. It served the population of Eastern Ontario and Akwasasne with a budget of \$2M, and a staff complement of 36 employees.

Executive Director/Clinical Director

1999-2001

As Executive Director the mandate was stabilize the organization which had recently been created from the merger of five different addiction treatment programs in a largely rural area, and to establish improved relations with major stakeholders. Drawing on experience and skills in social work, successfully developed better relations with the Ontario government, greater trust within the organization and the community for better quality and responsiveness of services towards individuals suffering from addictions and drug abuse. Was promoted to this position, shortly after accepting the position of Clinical Director which was added to the overall responsibilities during this period.

- Identified and obtained over \$100,000 in additional funding in times of major constraints in funding during this period through direct negotiation and backfill for services rendered to the Ontario Ministry of Community and Social Services.
- Responsible for identifying and negotiating new premises for the headquarters and outpatient services, resulting in increased accessibility, visibility and space while reducing overall costs in rent and utilities.

- Trained intake addiction workers across the province on assessment tools and treatment planning during this period as a means of improving a strained relationship with the major funding source (MCSS).

TRI-COUNTY MENTAL HEALTH SERVICES

A community based mental health facility, offering services to the population of Stormont-Dundas and Glengarry Counties in Eastern Ontario. Operated by the Cornwall General Hospital (now the Cornwall Community Hospital) it had an annual budget of \$ 1.2M with a staff complement of 16 employees and three regional offices.

Mental Health Therapist/Social Worker

1992-1999

Responsible for the provision of community based therapy in all three counties, including case management for chronic mental health clients, behavioural management for aggressive residential clients and psycho-social assessment at the emergency department of the Cornwall General Hospital.

- Represented the Cornwall General Hospital at the Réseau des services en français de l'Est de l'Ontario, and advised in the development of policies and training for the eventual provision of all medical and community services in French.
- Participated in the development of training program in Case-Management and Behavioural Management for the staff, and implemented the new services across the counties.
- Developed a monthly mental health promotional chronicle in local newspapers entitled "Keeping Health in Mind".

CONSULT-ACTION EMPLOYEE ASSISTANCE SERVICES

Privately owned company servicing all major Employee Assistance Program Providers and Trauma Response Services in Canada, generating on a part-time (after work) basis up to \$18,000 per year.

Employee Assistance Counsellor /Trauma Response Counsellor

1990-2001

Direct provider on contract to deliver individual and group interventions in support of employees of major organizations in Canada.

- Successful in negotiating and establishing contract service agreements with all major EAP providers in Canada including Critical Incident Stress Management Services and Trauma Response.
- Participated in providing direct and supervisory services during Swissair Disaster (1998-2000) and OC Transpo Incident (1999) as well as direct intervention after 20 bank robberies and one school explosion.
- Provided long-term recovery support to victims of trauma as a member of the Trauma Management Group for major insurance companies.

FAMILY LIFE CENTRE

Private non-profit community counselling centre in North Bay, Ontario, responsible for the provision of individual, couple and family counselling for a variety of problems including wife-assault, marital and family problems, drug and alcohol assessment and referral services, adult protection (for developmentally challenged adults), credit counselling for the population of the Nipissing District

Coordinator, Family Violence Treatment Program

1985-1988

- Successful in Developing and implementing-a new -state of the art treatment program for agency and the community, a program that is still thriving today, using the same model of treatment and community involvement
- Supervised a team of two full-time and two part-time clinical staff Was part of the management team of the Family Life Centre

NIPISSING CHILDREN'S SERVICES ADVISORY COMMITTEE

An advisory committee to the Ministry of Community and Social Services-of Ontario in matters that involve service needs, the development and provision of Children's Services for the District of Nipissing. Was part *of-a* province wide network of such advisory services. The committee also played a coordinating role among existing providers of Children's Services for the purpose of avoiding duplication Greater efficiencies in service delivery, and sharing of important utilization and-program evaluation data among the group It was instrumental in initiating and supporting the development of additional services in the District

Coordinator, Children's Services Advisory Committee

1983-1985

- Successful in establishing greater coordinating role within the community the publication and strategic distribution of a service directory available to the public and all service providers Regular network meetings in three major areas of the district Development and chairing a Hard to Service
- Case Coordination Committee, able to seek additional funding for special children Instrumental in developing a Community Volunteer Centre Project responsible for investigating the feasibility of a Volunteer Centre, for the purposes of recruiting, training and recognizing volunteers in the community

Education & Professional Designation

**Masters of Social Work
Universite Laval, Ste-Foy, Qc. 1989**

**Honours Bachelor of Social Work
Laurentian University, Sudbury, Ontario 1982**

**Queen's Public Executive Program
Queen's School of Business, Queen's University
Kingston, Ontario, October, 2008**

**Incident Command Training Level 100, 200 & 300
Justice Institute of British Columbia
March 2008**

**Leading Transitions
Canada School of Public Service
January 2005**

**Risk Management Awareness Tram the Trainer Program
Office of Risk-Management
Healthy Environment and Consumer Service Branch of Health Canada
2004**

**Risk-Management Awareness Training level 1-3
Office of Risk-Management
HECSB
2002-03**

**Disaster Management and Critical Incident Stress Management (Advanced)
International Critical Incident Stress Foundation
2001-03**

**Outcome-Oriented Psychotherapy
Scott Miller
1999**

**Psycho-social Rehabilitation Case-Management Training
Boston University
1997-99**

**Behaviour Management
Lcn Fabiano
1997-98**

**Brief Treatment in Addictions
ARF 1996**

**Concurrent Disorders ARF
1995**

**Brief Solution-Focused Therapy
Brief Family Therapy Center
1991-94**