



SUMMARY OF EXPERIENCE

A. PARALYMPIAN

(defined as having competed at a Paralympic Games)

Yes or No

B. CAREER

List your 3 most recent positions of employment (paid/volunteer) below:

1. Leadership and Executive Coach with a focus on public and not-for-profit sectors
2. Strategic Planning and Program Development Consultant
3. Assistant Deputy Minister, Government of Ontario, responsible for Accessibility for Ontarians with Disabilities Act (AODA)

C. BOARD EXPERIENCE (not-for-profit, for profit)

List your 3 most recent Board positions below:

1. Canadian Paralympic Committee, Director (2013 – current)
2. Paralympic Foundation of Canada, Vice-Chair (2015-2019)

D. INVOLVEMENT IN COMMUNITY (Municipal, Provincial, National)

List your 5 most significant community contributions below:

1. Ontario Public Service Diversity and Inclusion Lead, Ontario Ministry of Community and Social Services
2. Ontario Public Service Pride Network Executive Sponsor
3. United Way Chair, Ontario Ministry of Colleges and Universities
4. Social Justice Committee, Danforth Jewish Centre
5. Amethyst Awards Selection Committee (awarded for public service excellence)

E. INVOLVEMENT IN SPORT COMMUNITY (Local, Provincial, National, International)

List your 5 most significant sport community contributions below:

1. Government representative to International Paralympic Committee Observer Program, Parapan Games Guadalajara
2. CPC Games Hospitality for Corporate Sponsors – Sochi, Rio, Pyeongchang
3. Vice Chair, Paralympic Foundation of Canada 2015-2019
4. Co-Chair CPC Diversity and Inclusion Committee



5. IPC Agitos Women in Sport Leadership Steering Committee and lead on mentoring component
6. Toronto Track and Field Par Am Relay Chair

F. OTHER

(e.g., achievements/awards/previous involvement with the CPC or para sport community)

G. LEADERSHIP

- a. *What leadership skills can you demonstrate? Please provide examples for every skill you identify.*

Leadership is about developing vision and strategy and having the qualities and characteristics that lead and inspire teams to success. I have 25 years of leadership experience in the public service, a decade as a leadership and executive coach, and 8 years as a Director with CPC. I have led large and small teams, managed large policy transformations, overseen and been accountable for billion-dollar budgets, and achieved in the top 5% of employee engagement scores in the Ontario Public Service for workplaces that I have led. Over the past several years, I have coached dozens of new and existing leaders to reach their goals. My leadership qualities and competencies are situated within my core values of authenticity (where thoughts, talk and action are in alignment) and inclusiveness (respecting and promoting diversity of people and opinions). I have demonstrated success in developing strategy in both my public sector and consulting work, including development of strategic plans for government ministries and a children's mental health agency, as well as being a very active participant in the development of CPC's strategic plan. I have a high level of self-awareness and expression and have successfully led large-scale transformations, two examples being the transformation of the developmental services sector in Ontario and the implementation of the Accessibility for Ontarians Act. I am a team player as well as an influencer.

- b. *What personal or professional experience do you have, if any, with people living with a disability?*

I spent my 25-year public service career working in areas related to disability. I have developed and written policy, been responsible for disability and accessibility legislation, created grant programs and overseen operational areas related to disability. Fundamental to my core is to take a person-centred approach in any work that I have done and to have the utmost respect for people with lived experience when creating policies and programs. I am very confident in saying that I received much support and developed trust with members and organizations representing the disability community even when I was working on controversial policy or for challenging governments.



H. CV/RÉSUMÉ

A copy of my CV résumé is attached (maximum two (2) pages).

Ellen Waxman – Bio and CV

Accelerating change through organizational and personal transformation

Overview

Ellen possesses superior facilitation, stakeholder management, coaching, leadership development, policy development, training, negotiation, horizontal and enterprise-wide management, communication and interpersonal skills, with a proven track record in conceptualizing and implementing immediate change and long-term transformation. She is a dynamic change agent who inspires her clients to meet and surpass their objectives.

Ellen is an expert consultant and coach specializing in the public and not-for-profit sectors. Ellen knows that success is all about making the best possible choices for the future. She partners with individuals and organizations to discover those choices and to improve outcomes. A creative problem solver, Ellen takes a collaborative approach with her clients in tackling challenging issues. Ellen's clients benefit from her almost 30 years' experience as a senior executive, consultant and coach.

Ellen holds an Honour's B.A. from McGill University and a Master of Education from the University of Toronto. She received her Coaching Certification from the International Coaching Federation in 2011. For the past 8 years, Ellen has been an elected member of the Canadian Paralympic Committee Board of Directors, was a founding member of the Paralympic Foundation of Canada and was formerly its past Vice-President.

Prior to establishing her consulting and coaching practice, Ellen was a senior leader in the Ontario Public Service (OPS) and held several positions in a variety of policy and program areas. Her most recent position was as Assistant Deputy Minister of the Accessibility Directorate of Ontario.

Ellen has a deep passion for and commitment to Diversity and Inclusion. Her Master of Education was in the area of Multiculturalism and Race Relations in the early 1980s, she led Ministry of Colleges and Universities Equity policies and programs also in the 1980's, was the Ministry of Community and Social Services Diversity and Inclusion lead, and the Executive Sponsor the Ontario Public Service Pride Network from its founding in 2007 until 2013. When she joined the CPC Board of Directors, Ellen continued to promote Diversity and Inclusion and has been a major contributor to CPC's work on the issue.

For over 30 years, Ellen has successfully led engagements with diverse stakeholders from the private and public sectors, municipalities, transportation sector, vulnerable individuals and their families and concerned citizens on contentious issues. Using methods of appreciative inquiry and ensuring that all voices are heard, she is highly respected for her engagement and leadership skills.

" I worked with Ellen for many years in the Ontario Public Service and among her many fine attributes was her ability to work with stakeholders on important public policy issues. They appreciated working with her because she open and honest about the topic under consideration, she listened carefully to their comments and suggestions and most importantly she strived to make every encounter a win-win situation for all the parties involved. She is a master at working with and understanding stakeholders, and how to make interactions a success for everyone."

Kevin Costante, (former) Deputy Minister, Government of Ontario

Work Experience

2013 – present: Ellen Waxman Consulting/Leadership Intelligence Inc

- Active member of the coaching and consulting community
- Executive/Leadership Coach
- Team Coach
- Strategic Planning
- Stakeholder Management and Facilitation
- Public Consultations
- Accessibility/AODA

2007 – 2013: Assistant Deputy Minister, Accessibility Directorate of Ontario

Responsible for the Accessibility for Ontarians with Disabilities Act (AODA)

- Development of AODA standards, risk management, and compliance framework
- Led public consultations
- Extensive Stakeholder Relationship management

2004 – 2007: Director, Developmental Services, Ontario Ministry of Community and Social Services

- Responsible for leading major sector transformation of the sector
- Policy development, cabinet submissions, legislation
- Led extensive community consultations

1987-2004: Ontario Public Service

- Executive Lead, Strategic Planning, Ministry of Consumer and Business Services
- Director, Ontario Disability Support Program
- Director, Employment Equity
- Senior Policy Advisor, Ministry of Colleges and Universities responsible for University Equity programs
- (1990-94) seconded as Chief of Staff to Cabinet Minister in Management Board Secretariat, Ministries of Education and Community and Social Services

Education

McGill University

- Bachelor of Arts (Honours, Political Science) – 1975

University of Toronto

- Master of Education – 1983

Queen's University – Queen's School of Business

- Executive Development Program (1999)

Adler Institute/University of Toronto

- Adler Certified Professional Coach – 2010

Other

Certified Coach, International Coaching Federation

Certified Team Coach – Corentus

EQ2.0 Certified in Individual and Team EQ Assessments and 360s

Certified in Team Management Profile Assessments

Board of Directors – Canadian Paralympic Committee

Vice Chair, Paralympic Foundation of Canada (2015 – 2019)

Co-Chair, Diversity and Inclusion Committee, Canadian Paralympic Committee (2017-2019)

Curriculum Designer and Trainer, Accessibility Certificate, Human Resources Professional Association (2013-2015)

Executive Sponsor, Ontario Public Service Pride Network (2007 – 2013)

Diversity and Inclusion Senior Executive Lead, Ministry of Community and Social Services (2011-2013)

Co-Chair, Ontario Public Service Policy, Innovation and Leadership Learning Committee (2009-2011)