



ETHICSCAN CANADA LTD.

Take advantage of a range of professional services that enhance your reputation management and public trust in Canadian municipalities.

Earl Basse

David Nitkin

Glenn Brown

Michael O'Reilly

Jane Garthson

John Reid

Craig Hannaford

Gord Tomlinson

Municipal Services:

- * Complaint Investigation
- * Forensic Accounting
- * Integrity & Reputation Risk Analyses
- * Dispute Resolution Services

David Nitkin, President, EthicScan Canada

What Benefits A Municipality Would Get From Choosing EthicScan

- A full service ethics consultancy where integrity problems and challenges are our only business
- A firm whose associates each has more than fifteen years' experience as an investigator, accountant or trainer
- Able to provide "blended prices" for consultant teams that cut down costs
- Extensive library of codes of conduct for councillors, staff, and appointed commissioners
- Access to state of the art diagnostic tools for monitoring compliance

Testimonials

"A very effective team in meeting our needs... professional, smart and easy to deal with"
(CAO, Ontario Municipality)

"The EthicScan team provided a prompt confidential investigation of a complex problem, and did so with economy and tact." (Councillor, Ontario municipality)

"David Nitkin and his colleagues introduced the practice of organizational integrity reviews in Canada." (Former Deputy Minister, Government of Ontario)

"In the qualifying interview, we wanted to ask them three qualification questions. EthicScan led off with questions of us, and showed us that what we thought we wanted wasn't what we needed." (former CAO, Ontario Municipality)

Whom To Contact

We encourage you to get to know us now, so you'll be able to act when an investigation is needed. There is no charge for an initial consultation to help you determine if our services might be required

Daniel Nurgitz: 416 783 6776 ex 101

David Nitkin: 416 783 6776 ex 102

A Very Accomplished Professional Team

<i>Name of Associate</i>	<i>Profession</i>	<i>Subject Matter Expertise</i>	<i>Role on Team</i>	<i>Municipal Client Services</i>	<i>Years of Direct Experience</i>
Glenn Brown	Ethicist	Investigation administration	Research and Report Writing		14
Jane Garthson	Ethicist	Administrative law; fairness oversight	Report writing and administration		22
Craig Hannaford	Investigator, Accountant	Investigations, training, risk management	Investigation, Conflict resolution, Training	Toronto Walkerton	30
David Nitkin	Ethicist, Integrity Commissioner	Organizational accounting, auditing, assessment and reporting	Team Lead, Organizational audit specialist	Aurora Ottawa	24
Michael O'Reilly	Investigator, Peace Officer, Conflict management practitioner	Conflict management; dispute resolution	Conflict resolution and human resources specialist		26
John Reid	Investigator, Forensic analysis, Lawyer, RCMP Superintendent	Investigations, Financial analyses	Investigation and adjudication specialist	Ottawa Surrey	38
Gord Tomlinson	Investigator, Police Officer	Investigations, mediation	Investigation and due process specialist	North Vancouver	39
Earl Basse	Forensic accountant, Integrity Commissioner	Investigations, corporate security	Forensic security specialist	Hamilton Windsor	31

The investigation team reflects an estimated 10,560 days of public sector inspection experience, managing and investigating complex, multi-faceted cases for both criminal prosecution and civil proceedings, including 2,100 days for municipal investigations.



A Very Broad Range of Investigation Specialties

EthicScan offers high level expertise and experience across a broad range of kinds of investigations.

EthicScan custom builds each professional services engagement team in order to meet requirements appropriate for any subject for a municipality.

TYPES OF INVESTIGATIONS OR CASES	<i>Earl Basse</i>	<i>Glenn Brown</i>	<i>Jane Garthson</i>	<i>Craig Hannaford</i>	<i>David Nitkin</i>	<i>John Reid</i>	<i>Michael O'Reilly</i>	<i>Gord Tomlinson</i>
SOCIAL								
Sexual harassment	L	M	L	M	L	H	H	H
Abuse of authority	M	H	L	M	H	H	H	H
Code of conduct breach	H	H	H	M	M	M	M	M
Workplace substance abuse	H	L	L	L	L	M	M	M
ECONOMIC								
Fraud	H	L	L	H	L	H	M	H
Expense account irregularities	H	L	L	H	L	H	M	H
Commercial misrepresentation	H	L	L	H	L	H	L	L
POLITICAL/ INSTITUTIONAL								
Conflict of interest	M	L	M	M	H	L	L	H
Misleading representation	L	L	L	M	H	L	L	H
Administrative law	L	L	L	L	M	H	M	M
TECHNOLOGICAL								
Privacy breaches	L	L	L	H	L	M	L	L
Access to information improprieties	L	L	L	H	L	M	L	M

Legend H: high M: medium L: low

Sample References for David Nitkin

Client: Interprovincial Lottery Corporation	
Services Provided	Organizational Assessment
Contact Name	Paul Pellizzari, Director of Policy and Corporate Responsibility
Telephone Number	416 224 7160
Date Work Undertaken	Feb –June 2011
Nature of Assignment	Assessment: David Nitkin led a team of five investigators in assessment of responsible standards in order to offer advice on client services, stakeholder engagement, and metrics. Twenty-three interviews.
Outcome	Fifteen benchmark reports and a recommendations report

Client: Ontario Human Rights Commission	
Services Provided	Investigation
Contact Name	Rose Tassone
Telephone Number	416 314 0231 Note: she can provide individual reference information but it should be understood that she does not represent the organization,
Date Work Undertaken	1999-2003
Nature of Assignment	Investigation: David Nitkin led a team of three investigators to investigate lapses and complaints at the request of the Executive Director. Fifteen staff interviewed. Outcomes included development of an ethics code, then apply findings to conduct a public sector, organizational social audit. Develop a Communications Strategy, including design and delivery of a train the trainer ethics education sessions for staff and Commissioners
Outcome	Demonstrate and implement one of the first organizational ethics audits of a Government of Ontario agency.

Client: Town of Aurora	
Services Provided	Adjudication: Integrity Commissioner
Contact Name	Allison Collins-Mrakas, Director of Ethics, York University
Telephone Number	416 736 5914
Date Work Undertaken	February – July 2010
Nature of Assignment	Serve as municipal integrity commissioner, including complaint investigation and councilor education functions. Training of councilors on procedural fairness.
Outcome	Two formal investigations.

A Case Study Reference for Each Team Associate

As EthicScan is proposing a team, to supplement Mr Nitkin's references, what follows is one case study for each of the **other Team personnel**:

Reference #1: Glenn Brown	
Client Name:	Oshawa Presbytery, United Church of Canada
Services Provided	Pastoral Oversight Committee
Contact Name:	Rob Selby
Telephone Number:	(905)492-1753
Date Work Undertaken:	2009-2012
Nature of Assignment:	Oversight of conflict resolution processes between clergy and congregations

Role: Research and Report Writing

Glenn Brown is the proprietor of the *Practice of Ethics* consultancy. He constructs ethics and training programs, including training the trainers. Glen constructed the program, led the facilitation team, and trained the top 150 staff for the Alliance of companies involved in the Restart of Pickering Nuclear "A" Generating Station. His background includes intelligence analysis for the U.S. Air Force, including briefing senior commanders of unified and specified commands; patients' rights investigations and complaint resolution for the Michigan Department of Mental Health; and conducting research and writing reports for clients of EthicScan, as well as evaluating the corporate social responsibility of various companies or organizations.

Reference #2: Jane Garthson	
Client Name:	Ontario Racing Commission
Company Address:	10 Carlson Court, Suite 400, Toronto, ON
Contact Name:	John Blakney, Executive Director
Telephone Number:	(416) 213-7830
Date Work Undertaken:	2004 – 2008
Nature of Assignment:	Example: Tribunal Member hearing trainer Steve Attard's appeal. Challenged investigation results at the hearing for not asking right questions and not interviewing key witnesses, resulting in an unprecedented reversal of the Administration's case in an equine drug use situation, and subsequent investigations by the ORC and the Ontario Veterinary College of a veterinarian.

Role: Report writing and administration

Jane Garthson is President of Garthson Leadership Centre, and has provided leadership advice to government agencies, associations, charities and responsible businesses since 1992. She is a Subject Matter Expert in governance and planning. Past work includes Fairness Oversight of a

capital procurement initiative by an Ontario government agency and four years governing a regulatory agency. Her work with that agency included participating in numerous hearing panels, conducting pre-hearings and decision writing as well as developing its Ethics Reporting (Whistle-Blowing) System, a model for other provincial agencies. She is trained in administrative law by the Society of Ontario Adjudicators and Regulators and has attended its conferences and workshops.

Reference #3: Craig Hannaford	
Client Name:	City of Toronto, Office of the Lobbyist Registrar
Services Provided	Case assessment, investigative training and preparation of an Investigative Reference Manual for use by investigators
Contact Name:	Linda Gehrke
Telephone Number:	416-338-5858
Date Work Undertaken:	2010 to 2011
Nature of Assignment:	Various assignments completed for the Lobbyist Registrar including: 1) Case assessment 2) Investigator training 3) Preparation of an Investigative Reference Manual for use by Lobbyist Registrar investigators.

Role: Investigations Specialist. Conflict resolution

Craig Hannaford is President of Hannaford Partners, Inc., which provides investigative services, business consultancy, project management, forensic accounting and problem solving services. A former RCMP officer, he was Superintendent of the Integrated Market Enforcement Team which investigated the Royal Group and Nortel, and senior manager investigating Alan Eagelson and Livent, and was chief investigator for the Walkerton Inquiry.

Reference #4: John Reid	
Client Name:	RCMP
Services Provided	Adjudicative Hearings 1998-2012; Conduct formal discipline hearings pursuant to the RCMP Act.
Contact Name:	Chief Superintendent Tom Trueman
Telephone Number:	613-820-9878
Date Work Undertaken:	September 2011 - February 2012.
Nature of Assignment:	As most recent example, he was appointed as Chairperson presiding over a six week hearing into allegations of sexual harassment, abuse of authority and misuse of property by employees in a large municipality in western Canada.

Role: Investigations and Adjudications Specialist

Soon to retire RCMP Superintendent John Reid is a lawyer and RCMP senior officer, with extensive experience in investigations of white collar crime, internal police matters, and administrative procedures. He is Director of Adjudications in Ottawa, Chair of the RCMP internal service boards, adjunct Professor of Law at Ottawa University, Lecturer at the Bar

Admission Course with the Law Society of Upper Canada, and a member of the Board of the Sport Dispute Resolution Centre of Canada. His work represents extensive experience in investigation procedures, administrative tribunals, research, and preparation and delivery of presentations, and investigations of drug crimes, stock market manipulations, bribery, and inside trading and corruption.

Reference #5: Michael O’Rielly	
Client Name:	RCMP
Services Provided	Systems design and program development
Contact Name:	David Belovich, Executive Director,
Telephone Number:	613-952-2952
Date Work Undertaken:	September 2009 to June 2010
Nature of Assignment:	Develop a systemic response to a requirement to establish a modified and reformed labour relations and human resource management structure for the RCMP.
Client Name:	RCMP

Role: Investigator, Conflict resolution and HR specialist

Michael has conducted criminal investigations, public complaints investigations, administrative investigations and reviews, and provided services to community members and leaders seeking to resolve conflicts through dialogue and collaboration., His responsibilities and expertise have included harassment investigations, conflict management processes (mediation, conciliation, workplace assessments) and negotiations for the return to work. As Director of the RCMP Alternate Dispute Resolution Program, he provided mediations, assisted negotiations, conciliations, group assessments, conflict analyses, and development of conflict management strategies, and created an integrated framework for the delivery of conflict management processes throughout the Force. He has worked with first nations communities in the establishment of restorative justice programs.

Reference #6: Gord Tomlinson	
Client Name:	District of North Vancouver
Services Provided	Services Provided: Chief of Police
Contact Name:	Mayor Richard Walton
Telephone Number:	604-990-2208
Date Work Undertaken:	Sep, 2001 to January 2009
Nature of Assignment:	Responsible for the policing of the District of North Vancouver, population 78,000, in conjunction with the City of North Vancouver, population 48,000. Has overseen a detachment strength of 155 sworn police officers and 100 full and part-time municipal employees.

Role: Investigations Specialist

Gord Tomlinson is an investigative specialist with the Investigative Research Group of Barrie, ON., conducting criminal, internal and municipal corruption investigations, high level interviews and interrogations for the most serious of crimes, such as staged accidents,

corporate espionage; and multi-million dollar internal thefts at senior executive levels of government and in corporate Canada. Before retiring from the RCMP, he conducted investigations into organized crime; white collar frauds; homicides; kidnapping; insider banking frauds; major undercover operations; sexual assault, workplace harassment; and mortgage fraud. He has been a Director of the Canadian Intelligence Service of British Columbia, and served on the Executive and as President of the British Columbia's Association of Chiefs of Police.. He was the Chief of Police for the City and District of North Vancouver, lead mediator for issues arising in the RCMP within the Province of Alberta and, earlier, Internal Affairs Unit Investigator in Edmonton, where he developed proficiency in administrative law

Sample Reference for Craig Hannaford

Client: City of Toronto	
Services Provided	Investigative Consulting, Policy Development and Training
Contact Name	Linda Gehrke, Lobbyist Registrar, City of Toronto
Telephone Number	416-338-5865
Date Work Undertaken	March 2009 to November 2011
Nature of Assignment	Provided investigative consulting advice in ongoing matters. Also wrote and investigation policy manual. Provided training on basic investigative techniques in conducting administrative investigations.
Outcome	Two case reviews with the provision of advice. Completed and accepted Investigations reference manual. Training seminar delivered.

A FULL LIST OF CLIENT PROJECT REFERENCES FOR THIS AND ANY OTHER ASSOCIATE IS AVAILABLE ON REQUEST

SERVICE OFFERINGS
And Applications in Your Municipality

EthicScan Service	Personnel	Application
Office of Integrity Commissioner Accept and catalogue complaints, concerns and comments, with initial determination and forwarding to appropriate official	David Nitkin, Glenn Brown	Reduce the cost of integrity assurance and ensure confidentiality by creating a one stop office for registering lobbyists and/or receiving all manner of complaints
General and Forensic Investigation Services Independent investigation of security, conflict of interest, financial misconduct, confidentiality, privacy or other allegations	Gord Tomlinson, Earl Basse, Michael O'Reilly, John Reid and Craig Hannaford	Provide high quality investigations on specialty matters involving transparency, accountability, duty of care, and conflict of interest
Complaint Resolution Independent report as required to Integrity Commissioner, CAO or Council on a complaint	Glenn Brown, Michael O'Reilly, Craig Hannaford	Provide specialized investigation plans, including mediation and education solutions
Municipal Ombudsman or Integrity Commissioner or Closed Meeting Investigator Accept and investigate complaint, adjudicate where necessary, and annually report as mandated	Glenn Brown, Earl Basse, David Nitkin, Craig Hannaford	Satisfy enabling <i>Municipal Act</i> provisions for integrity officers: integrity commissioner, lobbyist registrar, closed meeting investigator, special auditor
Integrity Education Benchmark needs, develop and update a Code of Conduct, as well as design reputation management and enhancement education programs	David Nitkin, Glenn Brown, Jane Garthson, Craig Hannaford	Design and offer customized education modules to elected officials and/or staff on understanding, monitoring and preventing ethical lapses
EthicsAssurance Web-based enterprise monitoring tool enabling annual survey: education tool	Jane Garthson, David Nitkin, Glenn Brown	
Organizational social or ethics review Conduct an SEAR (social or ethics accounting, audit and report)	David Nitkin, Jane Garthson, Glenn Brown	Using accepted SEAR methods, conduct an independent assessment of corporate responsibility and reputation risk

Appendix Six: Bio, David Nitkin



David Nitkin

EthicScan Canada President

Project Lead, Organizational Audit & Investigation Research Planning Specialist

David is a rare breed in North America: a full-time organizational ethicist. He does original writing, teaching, consulting and research on ethical decision making, enhancing corporate social accountability, auditing, and reporting, and developing ethics assurance programs, including transparency, risk management, ethical management and “safe” partnering. Mr. Nitkin is:

- President of EthicScan Canada, Canada's oldest, largest and well respected, full-service corporate responsibility research house and ethics consultancy
- **Co-author or editor** of several books, including *The Ethical Shoppers Guide*, *Shopping With a Conscience*, *Ethical Wills*, and *Conscious Consumption*
- The designer and team leader of a large number of responsible business practice studies that blend CSR research with ethical management, stakeholder engagement and responsible procurement applications in corporations and organizations
- An international speaker, writer and trainer in the area of Integrity in Business
- **Publisher** of *The Corporate Ethics Monitor* and the Ethics Blog
- Past national president of the Ethics Practitioners Association of Canada
- Sessional lecturer in International Business Ethics, Schulich School of Business, York University
- **Integrity advisor**, investigator and researcher for governments, integrity commissions, civil society organizations, industry associations, corporations and businesses
- Author of over one hundred and fifty published studies or comparative reviews of corporate and organizational integrity behaviour
- Team manager of the EthicsAssurance© enterprise solution pulse taking tool; and
- President of the Canadian Clearing-house For Consumer and Corporate Ethics

David has provided ethics training, advice and research for **over 200 clients both internationally and in Canada** who collectively employ over 600,000 employees. He consults and trains widely with a variety of clients, including industry associations (on topics like the ethics of stakeholder management; external expectations of business, and corporate adaptation to climate change); public service sector organizations (integrity commissions, human rights commissions, and anti-corruption tribunals); corporations (ethics audits; updating

corporate codes of responsible business practice; and benchmarking best practice sustainable business); social agencies (donor screening; ethics audits; fundraising management in not-for-profits); and civil society organizations (ethical partnerships; risk and reputation management; and demographic and social futures).

Among the companies or organizations where he has led **investigations** are AGRA Industries, Auditor General of Canada, Bell Canada, City of Ottawa, Dow Canada, HSBC Bank of Canada, Imperial Oil, Integrity Commission of Trinidad and Tobago, Interprovincial Lottery Corporation, Metro Credit Union, Nestlé Canada, Ontario Cabinet Office (Office of Leadership Development), Ontario Government (Office of the Treasury), Ontario Human Rights Commission, Ontario Lottery and Gaming Corporation, Placer Dome, Public Works and Government Services Canada, Royal Bank of Canada, Services Canada, St Joseph Corporation, Tetra Pak, Town of Aurora, VanCity Savings Credit Union, and Xerox Canada.

David has led a team of 11 experts and 8 reviewers in the development of EthicsAssurance, ®, an enterprise software involving proactive and reactive complaint management, now in its testing phase.

Mr. Nitkin graduated with a MA (Historical Geography, York University), and at the top of his class in Honours BA (Geography, University of Toronto). David lectures widely on a number of ethics themes: notably, ethical sourcing; the changing nature of corporate responsibility; organizational reputation management; and effective frameworks for enhancing ethical management in organizations and business corporations.

David's many volunteer and community service appointments include Board positions with the Bathurst-Lawrence Four Quadrants Neighbourhood Alliance, The Ethics Practitioners Association of Canada, and breakfast team leader for Toronto's Out of the Cold Program.

Appendix Seven: Bio, Jane Garthson



Jane Garthson

EthicScan Canada Senior Associate, Conflict Resolution Specialist

Report Writing and Administration

Jane Garthson is President of the Garthson Leadership Centre, dedicated to creating better futures for our communities and organizations through values-based leadership. Jane has been the content expert in Social and Community Responsibilities for EthicsAssurance[®], an enterprise software involving proactive and reactive complaint management developed by EthicScan. She has experience as founder, Board Chair, officer and Executive Director of national, regional and local organizations, including as founder and chair (twice) of the Ethics Practitioners Association of Canada.

Jane has worked with EthicScan Canada since 1992 on a variety of projects, including corporate social responsibility research and advice to the Ontario Lottery Corporation, organizing its Ethical Leadership Week conferences and other ethics training, auditing and consulting. She presented a keynote speech on social responsibility for EthicScan to the Canadian Urban Institute. Since 1992, Jane has consulted to leaders in government and community in governance, integrity, strategic planning, ethics oversight and assurance, ethics programs and audits, and organizational reviews. For example, she was **Fairness Commission** to the Ontario Realty Corporation for its introduction of a new procurement system for capital projects.

Ms. Garthson is currently a member of the ethics advisory group to the Canadian Council for International Cooperation, and was on its **Ethics Review Committee** for two years. She led a revision of the governance section of its ethics code and guidelines for Canadian NGOs, and was part of writing its Partnership principles, code and guidelines. Jane provided training to international development leaders across Canada for CCIC. In addition, she has written the monthly Charity Ethics column for Village Vibes since 2003.

From 2004-2008, she held a government appointment to enhance integrity in horse racing and improve the ethics and governance programs of the Ontario Racing Commission, a provincial regulatory agency. Jane was also **Chair of Governance** there, and a member of the tribunal panel for numerous hearings. She was active in Society of Ontario Adjudicators and Regulators, attending their workshops and conferences, and oversaw and initiated improvements to the Racing Commission's hearing processes.

Jane Garthson, at the Ontario Racing Commission, participated in numerous tribunal panels that heard testimony from its Investigations Unit and received documents it deemed relevant into evidence. She weighed that evidence after at times questioning the investigators in the witness stand, and hearing the cross-examinations as well as the evidence of the plaintiff. Her questions and findings led to significant changes in investigator processes. The cases involved issues such as use of illegal drug, misuse of trust funds, hidden ownership and improper behaviour by industry professionals. Jane was also trained in Internal Audit and did audits in the Ontario Ministry of Labour focused in its use of consultants.

Jane is active in the Canadian Society of Association Executives, the Alliance for Nonprofit Management (Governance Affinity Group), the Institute for Corporate Directors and Creating the Future (Tucson). She gives workshops across Canada for community-benefit leaders on governance, planning and ethics, most recently for the Social Economy Centre, OISE, University of Toronto.

Jane returned to the board of the Ethics Practitioners Association of Canada in 2010 to help transform the organization for the coming decade and make faster progress towards exemplary ethical behaviour in Canadian organizations. Other current community-benefit work includes Secretary of the Prix Auroras, a set of national awards for excellence in writing, art and music; Board and organizing committee member for an all-volunteer music festival; and providing pro bono services to selected charities. Jane has previously been a leadership volunteer for organizations serving people with disabilities and promoting workplace equity.

Appendix Eight: Bio, Gord Tomlinson



Gord Tomlinson

EthicScan Associate: Investigations Specialist

Gord Tomlinson: Role: Investigations Specialist

Gord Tomlinson is an investigative specialist with the Investigative Research Group of Barrie, ON, conducting criminal, internal and municipal corruption investigations, high level interviews and interrogations for the most serious of crimes and at senior executive levels of government and in corporate Canada. He served for over 35 years with the Royal Canadian Mounted Police, retiring in 2009.

His investigations included organized crime; white collar frauds; corporate espionage; multi-million dollar internal thefts; insider banking frauds; major undercover operations; sexual assault and/or workplace harassment; staged accidents and mortgage fraud. Among his accomplishments were the creation of an autonomous First Nations Policing Service in southern Alberta, responsible for administrative, operational, staffing and personnel and policy-making decisions; and initiating a Youth oriented program in North Vancouver called “Spurs” whereby teenagers were educated in law, learned policing skills, practised drill, and volunteered their time while assisting in the safety and security of their communities. He has been a Director of the Canadian Intelligence Service of British Columbia, served on the Executive and as President of the British Columbia’s Association of Chiefs of Police and is currently a Director of the Police and Peace Officers’ Memorial Ribbon Society.

He was the Chief of Police for the City and District of North Vancouver, and before that, Operation and Support Officer, spearheading the development of a School Liaison Unit, a Domestic Violence Emergency Response Program. He was the lead mediator for issues arising in the RCMP within the Province of Alberta and, earlier, Internal Affairs Unit Investigator in Edmonton, where he developed proficiency in administrative law.

Gord Tomlinson’s community activities have included various police organizations, the North Vancouver Chamber of Commerce, and St. John’s Ambulance.

Appendix Nine: Bio, Glenn Brown



Glenn Brown

EthicScan Associate, Conflict Resolution Specialist
Proprietor, the Practice of Ethics

Investigation Research Support and Report Writing

Glenn Brown has worked in the field of ethics since 1998, including being principal at The Practice of Ethics, a Pickering-based consultancy. As founder and leader of an earlier company, The Ethics Group, he created the ethics training of the top 150 personnel in the Alliance to Restart the Pickering “A” Nuclear Reactor, and conducted the sessions themselves, along with several facilitators he trained. His Group also conducted public meetings for Ontario Power Generation to learn what the public needed to know, in order to feel that the company had public safety uppermost in mind, and to help the company align its ethics with the public’s expectations.

He was an invited presenter to the 2005 Ethics Practitioners Association of Canada’s National Symposium on Ethics and the Public Good (St. Paul University, Ottawa). He has been a member of EPAC for eight years, and was one of three founding members of the local Toronto chapter.

He has conducted several due diligence **research investigations** and produced studies for EthicScan clients about the ethical conduct and sustainability practices of many companies nationally and internationally.

In the community he was the founder of a volunteer-based respite care program for children in the Autistic Spectrum Disorder; a member of the Durham Region Homelessness Advisory Committee; an association of Muslims, Christians, Jews, Hindus, Baha’is, and Sikhs working together to raise funds for AIDS programs in Lesotho; and several United Way committees.

He has experience as an intelligence analyst (strategic weapons systems, and political events) and briefing officer for the U.S. Air Force. In this capacity he gathered information from primary sources as well as others’ analyses to provide in-house interpretations and recommendations, which were used by senior military commanders in Unified, Specified, and Joint commands. He was later an **intervenor** (fact-finding, interviewing, conducting meetings of disputants) for churches and their staffs facing disruptive disagreements.

Glenn is a retired pastor, married with one child, and active in several Pickering and Durham Region social justice programs. He has been actively involved with multi-faith organizations, and with Footprints, a volunteer-based respite care program for children in the Autism Spectrum Disorder.

Appendix Ten: Bio, Craig Hannaford



Craig S. Hannaford

EthicScan Associate, Investigations Specialist
President, Hannaford Partners, Inc.

Investigations Specialist. Conflict Resolution, Training

Craig is a former RCMP officer who runs his own Toronto-based investigation services company. He has extensive experience in

- managing and investigating complex multi-faceted cases for both criminal prosecutions and civil proceedings.
- managing large groups of investigators and support personnel
- conducting strategic reviews, risk management assessments and management plans.
- public speaking and lecturing experience both with the Government of Canada and the private sector. (seminars, television, radio)
- forensic accounting
- computer forensic services
- international investigative consulting

He is author of several articles published in professional journals; co-produced a 26-episode television series for Canadian and U.S. networks dealing with fraud prevention; conducted two national fraud awareness campaigns including distribution of educational material (DVD sets, posters, newsletters) to public libraries; and (as Executive Consultant and Vice-President of Fraud Squad TV) developed a national fraud prevention web site (Fraudcast.ca) in partnership with the Canadian Better Business Bureau.

As Officer-in-Charge and National Program Manager of the RCMP's Integrated Market Enforcement Team (IMET) in Toronto & Ottawa, he played a key role in developing and implementing the concept for a new investigative unit to tackle Canada's largest capital market frauds. In this regard, he planned and managed the Toronto office (including police officers, civilian analysts, forensic accountants and staff from partner agencies) He also managed the IMET program nationally from RCMP Headquarters in Ottawa. He was the senior police manager on many notable cases including Livent and Nortel. Craig was also the chief investigator for the Walkerton Commission of Inquiry investigating the tragic events related to the water supply in that community.

Craig Hannaford is pursuing a Master of Science in Economic Crime Management (Utica College, New York) and holds a B.A. in Computer Science and Political Science (University of Western Ontario), as well as CGA, and Certified Fraud Examiner designations. He has been

recognized for his professional and community work by receiving a Fellowship from the Certified General Accountants' Association of Canada.

He is fluent in English and French.

Appendix Eleven: Bio, Michael Dennis O’Rielly



Michael Dennis O’Rielly

Investigative Specialist

Investigator, Conflict resolution and HR specialist

Michael O’Rielly is currently, the Director, Labour Relations Initiative, RCMP National HQ, Ottawa, ON, responsible for implementation, drafting and provision of legislative and regulatory amendments to the RCMP Act and ancillary legislation. He envisioned, developed and activated a new directorate within the RCMP that reformed and integrated national harassment, conflict management, attendance management, grievance early resolution and human rights (duty to accommodate) programs, and created the Integrated Conflict Management Program for the RCMP. He provided support services for harassment investigations, conflict management processes (mediation, conciliation, workplace assessments) and negotiations for the return to work of members absent due to medical or physical disabilities.

Previously, Michael, as Director of the RCMP Alternate Dispute Resolution Program, recreated the ADR Program based on best practices and recent and relevant studies and experiences from the conflict management and analysis field. In earlier years in Alberta, he provided conflict management services (mediations, assisted negotiations, conciliations, group assessments, conflict analyses, development of conflict management strategies) throughout the RCMP Northwest Region (Alberta, Saskatchewan, Manitoba, Northwest Territories). Michael has conducted harassment investigations, assisted parties in the informal resolution of harassment, provided human resources support services to resolve disputes as part of early resolution linked to the grievance process.

Michael has provided conflict management training within the RCMP and to community groups throughout Alberta, conducted administrative investigations and reviews, public complaint investigations, and provided informal resolution services to community members and RCMP members throughout Alberta.

He has worked with first nations communities in the establishment of restorative justice programs.

Michael has conducted criminal investigations, public complaints investigations, administrative investigations and reviews, and engaged in informal resolution activities with community members and leaders.

Michael O’Rielly received his Masters in Conflict Analysis and Management, Royal Roads University (where he received the Chancellor’s Award), Masters in Public Administration,

University of Victoria, and d Bachelor of Arts (Honours), and has had further conflict management training.

His community activities include Nepean Minor Hockey Association, Ottawa, ON Team Trainer, Fort McMurray Women's Center, Board of Directors (police representative), and the Nistawayou Friendship Center, Fort McMurray, AB (Board of Directors police representative),

He is fluent in English and proficient in French (Federal Public Service ECC).

Appendix Twelve: Bio, John Reid



J.F. (John) Reid, B.A., LL.B.

EthicScan Associate, Adjudication & Investigation Specialist

Investigations and Adjudications Specialist; Administrative Law Process Advice

An articulate peace officer, Superintendent by rank, and lawyer with the Royal Canadian Mounted Police, who is results orientated with a diverse background from complex investigations in white collar crime and internal affairs to managing a national witness protection program to presently sitting as Director and Chair of internal discipline and performance boards. Major strengths include integrity, planning and organization, problem solving, negotiations and a dedicated work ethic. Mr. Reid is:

- Director of Adjudications, Ottawa, Ontario
- Chair of RCMP internal service boards. As a full-time adjudicator required to travel extensively across Canada to conduct hearings in an open, formal, court-like setting. Also renders final decisions on internal grievances which are only appealable to the courts.
- Adjunct Professor of Law in the program of Administrative Law with the law school at Ottawa University.
- Lecturer at the Bar Admission Course with the Law Society of Upper Canada in Public Law.
- Lecturer for all newly commissioned officers of the RCMP on ethics and internal discipline procedures.
- Trainer of newly appointed Board Officers to preside on hearings.
- Principal for articling students with the Law Society of Upper Canada.
- Member of the Board of Directors, Sport Dispute Resolution Centre of Canada.

John has been legal representative to members charges before RCMP internal service boards, which required investigation, research, preparation and presentation to the administrative tribunal, and extensive use of negotiation skills, earlier, senior investigator responsible for serious and complex major investigations of members/employees to determine the accuracy of allegations of misconduct or criminality. This required preparation of lengthy reports with recommendations to senior management about extremely sensitive issues.

He co-ordinated all sources/informants and witnesses entering the Source Witness Protection Program in the Province of Ontario. John also reviewed all major and complex drug cases for the Criminal Operations Officer of the Division, and conducted investigations dealing with stock market manipulation, bribery, insider trading and corruption. John's published works include the Third and Fourth editions of the *Annotated Royal Canadian Mounted Police Act*.

John graduated from Faculty of Law (Osgood Hall Law School, York University) and was admitted to the Law Society of Upper Canada, and holds a B.A. in business administration from York.

For many years, Superintendent Reid has offered training courses and professional development programs to RCMP officers on internal adjudicator functions and requirements of administrative law. He has written two very well-regarded textbooks on the subject. Over the past 15 years he has been the subject matter expert (SME) for the RCMP, Officer in Charge of the Directorate and sat on over 600 trials. His decisions have been appealed to the Commissioner, Federal Court and the Supreme Court of Canada and, of those 31 appeals, only 3 have been overturned. Some of those trials have been as long as 6 weeks in duration and he has written decisions as lengthy as 120 pages. His counterpart in the military is known as the Judge Advocate General (JAG). Internal discipline in policing may be far less glamorous than JAG but these cases are just as complex and at times notorious.

He is a graduate of the RCMP Academy, Regina, Saskatchewan, and has completed courses in police science and administration, negotiations, and major crime investigations at the Canadian Police College, Ottawa.

He is deeply involved in various sports organizations as an officer, referee trainer and supervisor, lecturer, manager, and coach.