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## **Profile**

Proven versatility in achieving organizational goals and service delivery excellence, with a particular focus on complex, multi-stakeholder public sector engagements. A results-oriented professional with extensive experience in developing business solutions and managing change. Has demonstrated strengths in leadership and ability to facilitate diverse teams to accomplish their goals. Known for ability to analyze complex problems and get to the root of the issue.

## **Skills**

### **CONSULTING**

Lead consultant on complex, sensitive and highly visible projects involving multiple stakeholders. A team leader and facilitator with the ability to move concepts forward by building consensus and "buy-in". High level of capability in research, analysis, preparing reports and management presentation.

### **NEGOTIATION**

Objective decision making combined with rigorous evaluation processes and in-depth contract negotiation and management expertise.

### **LEADERSHIP**

Demonstrated ability to manage challenging projects from initiation to successful completion and to lead teams through all phases including:

- Project planning and management
- Research and requirements analysis
- Guiding scope, feasibility and options
- Managing stakeholder expectations
- Facilitation and communications
- Organizational readiness and change
- Risk assessment and management
- Quality assurance
- Procurement and contract management
- Progress tracking and reporting

## **Professional Experience**

### **NOVUS CONSULTING 2006 – PRESENT**

#### **PLANNING STUDY, DR. KINGSTON MEMORIAL HEALTH CARE CENTRE**

The current clinic requires replacement, and the Board engaged Novus to review its plan for a new multi-purpose community health centre, consult with stakeholders, and advise on needs, strategies, options, service delivery model alternatives, Government and private sector funding grants, and budget feasibility for development and operation of the proposed facility.

#### **OCEAN STRATEGY, EVENTS NOVA SCOTIA**

The new Events Nova Scotia organization needed a strategy for the management and coordination of events that leveraged the Province's ocean positioning, facilities and heritage. Rod Millar and Don Shiner developed a policy recommendation to the agency combining the contribution of competitive, tourist and community based off shore and near shore events.

#### **FEASIBILITY STUDY, WORKER OCCUPATIONAL HEALTH AND SAFETY CENTRES**

The Workers' Compensation Board of Nova Scotia wished to investigate the feasibility of establishing of Worker Occupational Health and Safety centres, primarily to provide specific training for employees in workplace hazard awareness. This study, including extensive

interviews with Government, union and industry stakeholders was completed in December 2009 with a comprehensive report delivered and presented to management.

#### **OPERATIONAL PLAN FOR THE PROVINCIAL DRUG DISTRIBUTION PROGRAM**

The Provincial Drug Distribution Program is a central agency responsible for procuring and delivering all drugs required in all hospitals in Nova Scotia. Driven by the need to expand the current facilities, the study also investigated the space, logistic, program, policy and legal requirements for collocation with the QEII hospital pharmacy, and introduction of consolidated packaging of Unit-Dose and central intravenous admixture (CIVA) drugs.

#### **PLANNING STUDY, LONG TERM CARE FACILITIES, NORTHWEST TERRITORIES**

The Department of Health, Government of Northwest Territories required a plan for new long term care facilities based on population projections and community needs. Our team, working with local architects and planners, was engaged to assist with requirements analysis and a detailed demographic study followed by development of the proposed locations, operational and functional programs, design principles and budgetary estimates for the prototype of the new facilities.

#### **IT REQUIREMENTS STUDY, LONG TERM CARE**

For a group of long-term care facilities undergoing major development and investment exceeding \$100m in new facilities, assess IT needs for administration and care delivery. Assist the clients with requirements developments and prioritization, solution search, and budget preparation. Investigate organization change readiness and training strategy.

#### **DEMOGRAPHIC STUDY, ENTERPRISE CAPE BRETON CORPORATION**

The Cape Breton Region is concerned with the demographic shift that has been the result of out-migration and the loss of the younger cohort group. Rod led a study to research the situation and advise the client on the potential impact and possible options for mitigation, including an analysis of statistical information, a focused web and telephone based population survey, and stakeholder interviews. A detailed twenty year outlook was prepared, suggesting policy options and changes.

#### **LABOUR MOBILITY RETENTION AND SUCCESSION ANALYSIS, NSCSC-ICI**

The construction industry is undergoing significant change resulting from the affects of major capital projects in western Canada; the removal of regulatory barriers to labour mobility; and an aging work force. This study for the Nova Scotia Construction Sector Council analysed the impacts of multiple changes and recommended responses for employers and employees.

#### **FUNDY SHORE BUSINESS DEVELOPMENT PLAN, CREDA**

Cumberland Regional Development Association (CREDA) requested a development plan for the Fundy shore region, particularly as a response to the recent recognition of the Joggins Fossil Cliffs as a UNESCO world heritage site, and also recent developments in renewable energy (tidal, wind, geothermal) in the area. A comprehensive report was delivered in fall 2009.

#### **SERVICE NOVA SCOTIA AND MUNICIPAL RELATIONS, NEW HOMEOWNER PROTECTION**

Lead an investigation into the effectiveness of current regulations for the protection of purchasers of new homes, particularly condominium units. Interview stakeholders including the professions (architects, engineers, lawyers), inspectors, construction industry, developers, realtors, building trades, financial organizations, owners' groups, and the public. Prepare a report of recommendations to a steering committee representing the consumer protection, registrars office, building inspection, safety inspection and building code branches of Provincial government.

#### **NOVA SCOTIA REPLACEMENT LONG-TERM CARE HOMES GROUP**

The Province is undertaking a major initiative to replace a number of existing long term care facilities, under a program designed to adopt a modernised model of care delivery. Ten of the largest homes have joined together and engaged Mr. Millar as facilitator to address common issues of design, program structure, staffing, funding, and negotiations with the Province.

#### **QUALITY MANAGEMENT PROGRAM ASSESSMENT, NOVA SCOTIA CONSTRUCTION SECTOR COUNCIL**

Led a team to identify and assess the usage, implementation and effectiveness of Quality Management Programs in the Industrial, Commercial and Institutional construction industry, in a

Service Canada funded initiative for this trade organization which focuses on human resource development and best practice.

#### **GEOMATICS INDUSTRY ASSESSMENT FOR ACOA**

Assist the Atlantic Canada Opportunities Agency (ACOA) with a business analysis and market positioning assessment of the Nova Scotia Geomatics industry. Prepare a report detailing strengths and weaknesses of local industry and compare with global developments in the sector.

#### **BUSINESS CASE DEVELOPMENT, DIRECTIONS NOVA SCOTIA**

DirectionS is a not-for-profit agency supporting workplace development and deployment for those with mental and physical disabilities. Novus was retained to assist with preparation of an approach and business case to the Electronic Product Recycling initiative of the Resource Recovery Fund Board (RRFB).

#### **GEM HEALTH CARE GROUP, LONG TERM CARE FACILITIES**

Provide guidance and support to the client in securing and managing agreements with the Nova Scotia Department of Health, Long Term Care branch, for multi year contracts to design, construct, manage and operate a group of replacement and new Nursing Home and Residential Care Facilities in Nova Scotia. Advise on the structure and processes for the Project Management Office for multiple complex design and build projects with individual values in excess of \$10m.

#### **PUBLIC WORKS AND GOVERNMENT SERVICES CANADA, SMALL CRAFT HARBOURS**

Perform a survey and assessment based on extensive interviews with the engineering and construction industries and other stakeholders of the sector's capacity to design, construct, manage projects and maintain the over 700 small craft harbours in Atlantic Canada.

#### **RISK ASSESSMENT, CLINICAL INFORMATION SYSTEM**

For the Prince Edward Island Provincial Treasury, conduct a risk assessment of the implementation strategy and plan for the Clinical Information System which will provide full automation of all hospitals in PEI. The project budget of \$20m is funded in part by Canada Health Infoway. A report reviewing the impact of all applications, integration and implementation methodologies, organizational readiness, project management, governance, and budget was presented to and adopted by the management steering committee in February 2007.

#### **NOVA SCOTIA DEPARTMENT OF HEALTH PROMOTION AND PROTECTION**

Advise the client on the development of a sports hosting policy and strategy. Conduct a structured survey of similar policies in place in other jurisdictions across Canada and analyse their effectiveness and outcomes. Interview major stakeholders in Nova Scotia to assess the impact of current programs as well as any deficiencies, delivering a final report in early 2007.

#### **HALIFAX PORT AUTHORITY, SECURITY UPGRADE PROJECT**

Assist the client's procurement team with development of a Request for Proposal for vendors to provide a comprehensive, integrated security system for this major East Coast port.

#### **UNISYS CANADA INC 1986 - 2006**

#### **PROJECT DIRECTOR, CAPITAL DISTRICT HEALTH AUTHORITY**

Oversee two initiatives (1) Development of a registry of providers for the Medical Services Administration, to record and track the identification, credentials and other parameters of over 1000 professionals; (2) Develop policy, organization structure and performance standards for the Support Services Organization of over 100 staff, and manage the transition of the division.

#### **BUSINESS CASE DEVELOPMENT, NEWFOUNDLAND AND LABRADOR MEDICAL ASSOCIATION**

Assist the Medical Association with their business case development and implementation planning for automated medical records in physician's practices, and feasibility analysis of electronic prescription processing.

#### **POST-IMPLEMENTATION REVIEW, GUYSBOROUGH ANTIGONISH STRAIT HEALTH AUTHORITY (GASHA)**

GASHA was the first District Health Authority (DHA) to implement the new NS Hospital Information System Meditech applications, and was encountering many systematic, operational

and transitional difficulties. Our team undertook an analysis to identify problems, recommend corrective actions both short and long term, and provide lessons learned to assist implementations in other DHA's.

**LEAD CONSULTANT AND PROJECT MANAGER, JOINT HEALTH INTEROPERABILITY PROJECT**

Facilitate a team of health systems, integration, and business analysis skills working closely with the Department of Health and Capital Health to investigate viable options to allow interoperability between the systems of community and regional health and those used in the tertiary care to improve access to health records. Analyze requirements, develop a decision model and process, recommend alignment and direction for clients' information management strategies and budget.

**PROJECT DIRECTOR, NOVA SCOTIA BUSINESS REGISTRY**

The goal was to deliver an integrated on-line single-window business registration service for the client partnership of Canada Revenue Agency (CRA), the Province of NS and the Workers' Compensation Board (WCB). The project confirmed requirements, reviewed legislation and policy, evaluated solutions and operational models, recommended governance, a technology blueprint and business plan, and subsequently implemented a Single Business Identifier for all Nova Scotia businesses and Government programs that regulate or support them. Mr. Millar's team also developed the Assessment Payment Plan for the WCB, replacing the earlier annual estimates with automated source deduction. New online services allowed businesses to securely apply for, renew and update numerous licenses, permits and registrations. This initiative received many awards for accomplishments in partnership, innovative technology, and service to citizens.

**PROJECT MANAGER, ATLANTIC CANADA ON-LINE**

For the Executive Advisory Board of the Governments of New Brunswick, Nova Scotia, PEI and Newfoundland: Perform a consulting study to evaluate needs, market assessment and potential business models for an electronic commerce infrastructure for the Atlantic Provinces and continue to develop and implement the capability through a long term partnership with the four Provinces. ACOL service has generated over \$250m in transaction revenues for the Provinces to date. Keys to this success include the need to work with multiple stakeholders, communicate across organizations and understand and respond to the legislative and regulatory context.

**DIRECTOR, BUSINESS DEVELOPMENT**

Develop a business case and partnership with the Government of New Brunswick for the transformation, organizational restructuring, and outsourcing of data centre operations. Manage agreements with Canadian partners for domestic and global markets.

**DIRECTOR, HEALTH CARE**

Lead Canadian organization's healthcare marketing and services operations. Improve customer service and product focus for a client list of more than 30 acute care institutions. Direct development of products and services for alignment with world-wide operations.

**PROJECT MANAGER, VG HOSPITAL**

Full life cycle implementation of an admissions and patient care system for the Victoria General Hospital in Halifax. Establish requirements in a complex, multi-department client organization and manage delivery, acceptance and rollout of a fully on-line system.

**PROJECT MANAGER, NOVA SCOTIA POWER**

Manage the complete transformation of all customer services, financial and engineering applications for one of the regions leading power utilities, with a team of over 60 specialists. The project was completed on time, on budget, met all regulatory requirements and significantly exceeded client expectations.

**PROFESSIONAL SERVICES MANAGER**

Manage a practice of over 100 consultants specialists achieving business objectives. Provide oversight for major projects including a human resource system for the Government of New Brunswick, a health system for four Quebec hospitals, and facilities management for the Victoria General Hospital/Camp Hill Medical Centre. Lead negotiation, problem solving and quality assurance activities for Placer Dome Exploration, Credit Union Central of Alberta, City of Edmonton, Trust Generale and Employment Immigration Canada.

## **PRIOR EXPERIENCE**

Before 1986 Mr. Millar worked for over 15 years with Sperry Inc., Toronto, in positions that included Region Manager, Professional Services; Consultant, Ontario Hydro; Project Manager for the Regional Municipality of Ottawa-Carleton; Project Manager, Government of Canada, Department of Supply and Services; Project Consultant, Plant Automation, Sperry Vickers Hydraulics; Project Manager for Air Canada's Passenger Reservation and Air Cargo Systems.

After graduation Mr. Millar entered the Marconi-Elliott Flight Automation division of the General Electric Co. as a Systems Engineer developing Navigation and Air Space Control technology, and subsequently joined Sperry Inc. as a Senior Analyst in the deployment of Real-Time systems.

## **Education & Professional Development**

**Bachelor of Science** degree, Physics – London University, Queen Mary College.

**Graduate Engineering Program** – General Electric Co., admitted to the Institution of Electrical Engineers.

Diploma program in **Finance and Accounting** – Association of Chartered Certified Accountants.

Licensed **Professional Engineer (P.Eng.)** – Association of Professional Engineers of Nova Scotia.

Certificate in **Negotiation and Conflict Management** – Dalhousie University Law School.

Certified **Project Management Professional (PMP)** – Project Management Institute.

**Certified Management Consultant (CMC)** – Canadian Association of Management Consultants.

## **Professional Memberships**

Association of Professional Engineers of Nova Scotia (APENS) – Member

Project Management Institute (PMI) – Member

Canadian Association of Management Consultants (CAMC-Canada) – Member

## **Presentations**

Presented to the Nova Scotia Building Code Advisory Committee on the subject of multi-agency changes to regulations to improve the protection of new home buyers.

Presented to National and International forums on the subject of Project Management in the Public sector, Managing Multi-Stakeholder engagements, and Public-Private partnerships.

For the Canada Revenue Agency, facilitated the task force and chaired the national conference of the Government of Canada and all Provinces on the subject of integrated business registration.

Featured speaker and facilitator at the Conference Board of Canada and the Conference Board of the United States on the subject of improving government services through partnerships.

## **Community Support**

Rod has received several awards from Sport Canada and Sport Nova Scotia for his volunteer services for youth sports and development programs.