

## Marilyn McCormack



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### CAREER SUMMARY

A dedicated professional, committed to the social services, justice, and health sectors for the past thirty years, in direct service, program supervision, financial and human resource management, staff training, policy development, and legislative reform. A recent work environment has strengthened my knowledge of the Cabinet Decision Making process and the role of Executive Council in Government operations. Work environments have demanded autonomy, decision making, initiative, facilitation, team building, leadership, supervision, mediation, and advocacy skills.

#### Particular strengths include:

- Comprehensive knowledge of the Cabinet Decision Making process and the role of the Executive Council in the machinery of Government.
- Thorough knowledge of the Child and Youth Advocate Act, Child, Youth and Family Services Act, Child Care Services Act, Adoption Act, and associated programs;
- Knowledge of the Schools Act, Criminal Youth Justice Act, Unified Family Court Act, and Maintenance Enforcement Act;
- Proven leadership skills;
- Demonstrated organizational and management ability;
- Effective team player, both within and external to the organization;
- High degree of initiative and independence;
- Ability to adapt to change and work within demanding environments;
- Effective written and oral communication skills;
- Strong analytical skills.

### WORK HISTORY

**Assistant Deputy Minister (Temporary)**

May 10, 2007-

Present  
Fire and Emergency Services- NL  
Department of Municipal Affairs  
5<sup>th</sup> Floor, Confederation Building  
(West Block),  
St John's

**Responsibilities:**

- Work with Government departments and agencies to lead the development of a comprehensive Emergency and Business Continuity Plan for the Government of Newfoundland and Labrador;
- Provide support and direction to Business Continuity Secretariat staff;
- Develop resource materials including templates and a manual to guide the development of departmental plans and to ensure a consistent approach to Business Continuity Planning across all government departments and agencies;
- Provide advice and information to Deputy Ministers and other Senior Management staff on the Business Continuity Planning process;
- Assist the Deputy Minister responsible for FES-NL with the overall administration/management of the Agency.

**Cabinet Officer**

September 2006 – May 2007

Cabinet Secretariat, Executive Council  
Confederation Building, East Block  
St John's

**Responsibilities:**

- Assigned Cabinet Secretariat responsibility for the Departments of HRLE, TCR, WPO, LRA, PSS, and PSC;
- Completed Cabinet Secretariat Analysis/Recommendations of Cabinet Submissions for assigned Departments/agencies prior to presentation to Cabinet Committees and Cabinet;
- Reviewed and forwarded Briefing Notes on behalf of assigned Departments;
- Attended Social Policy Committee and Economic Policy Committee meetings and prepared Short Notes, Recommendations

- , TBATs and took minutes of these meetings as per Cabinet Secretariat protocols;
- Managed the Commitments Database for assigned Departments;
- Worked with and provided direction to Executive and Senior Management staff of assigned Departments to help facilitate Papers and other documents required by Cabinet Committees and/or Cabinet;
- Represented Cabinet Officers on the Work Force Planning Project and assisted in the development of the Work Force Planning Report for the Executive Council Office;
- Reviewed Annual Reports, Strategic Reports and Business Plans of assigned Departments;
- Collated Government wide Briefing Notes on hot issues and accomplishments for the Premier and Cabinet Ministers as required;
- Presented the " Cabinet Decision Making Course" offered to Senior Management and Executive Staff across Government at the Learning Resource Center;
- Participated as a member of the Poverty Reduction Strategy Intergovernmental Working Group representing Cabinet Secretariat;
- Prepared proposed initiatives under the Poverty Reduction Strategy for consideration of the Ministerial Committee and Cabinet;
- Provided follow up on Cabinet Committee recommendations and decisions as required;

**Cabinet Officer (Special Projects)**

February 2006- -

September 2006

Cabinet Secretariat, Executive Council  
Confederation Building, East Block  
St John's

**Responsibilities:**

- Completed research and assembled information for a Business Continuity Plan for Executive Council;
- Researched and developed a Discussion Paper on Gambling in Newfoundland and Labrador for Cabinet consideration;
- Provided supervision for a graduate student who conducted a Study on the Social and Economic Impacts of Gambling which was presented to Cabinet for consideration;
- Assisted Cabinet Secretariat staff with Cabinet Submission analysis, preparation of Briefing Notes, and review of Annual Reports, Strategic Plans, Business Reports, and other work of this central office, as required.

**Deputy Child and Youth Advocate**

October, 2002 –

Present

Office of the Child and Youth Advocate

Suite 604, TD Place

140 Water Street

St. John's

**Responsibilities:**

- Manages and directs the overall operations within the office;
- Supervises the professional advocacy, administrative, and management staff;
- Develops policies to guide the individual and systemic advocacy work as well as investigations, including child death reviews;
- Oversees the development of policies and practices which govern the administration of the office and the implementation of professional practices;
- Provides consultation on cases;
- Directs the development of systemic advocacy activities and research agendas respecting Government policies and legislation affecting children and youth;
- Manages and directs public education activities;
- Leads the preparation of the Child and Youth Advocate's Annual Report;
- Assists with the development and implementation of strategic plans and evaluation;
- Assumes the responsibilities of the Child and Youth Advocate in his absence.

**Accomplishments:**

- Helped physically establish the Office of the Child and Youth Advocate.
- Recruited staff for administrative and advocacy positions;
- Developed policies and procedures to govern the administrative and professional work of the office (ongoing);
- Led the development of promotional materials;
- Delivered (and continue to deliver) presentations on the role and mandate of the office;
- Provided direct advocacy services to children and youth;

- Established procedures for effective operation of the office which are consistent with Government expectations;
- Assisted with the preparation and management of the budget;
- Completed an Operational Review of the Office of the Child and Youth Advocate;
- Led the preparation of the 2<sup>nd</sup> Annual Report of the Child and Youth Advocate (in process);
- Attended meetings within Government and the community on issues related to children and youth;
- Visited closed custody facilities to talk with children and youth;
- Provided leadership and direction in the office;
- Acts for the Child and Youth Advocate in his absence from the office.

**Provincial Director of Child, Youth and Family Services** January, 2000 – October, 2002  
 Department of Health and Community Services  
 St. John's

**Responsibilities:**

- Provided supervision and direction to fifteen staff employed in various consultant and Directors positions within the Child, Youth and Family Services Program;
- Developed, managed, and evaluated policies and programs;
- Facilitated work teams/committees and liaised with departmental branches;
- Managed program budgets including cost analysis and determination of resource requirements;
- Represented the Department within Government and the Community;
- Provided consultation, support, and direction to professional child welfare staff and their managers in all Regions of the Province;
- Developed legislation for children's programs;
- Provided training to staff and the public;
- Worked on national children's issues with Directors of Children's Programs across Canada.

**Accomplishments:**

- Leadership in the development of new Child, Youth and Family Services Act, Child Care Services Act, and Adoption Act for the Province;

- Leadership in successful development of Child and Youth Advocate Act;
- Leadership in development and implementation of new policies and programs for children which were consistent with the three new Acts governing the delivery of children's services and were consistent with Government's strategic social policy directions;
- Leadership in the emergency response to Innu children in Labrador who were involved in solvent abuse in 2000 and 2001.

**Director of Child Welfare**  
2000

June, 1999 – January,

Department of Health and Community Services  
St. John's

**Responsibilities:**

- Provided leadership and coached consultants in the Child Welfare Program at the Provincial level;
- Provided direction and support to Child Welfare staff in all Regions of the Province;
- Managed financial resources for the program;
- Represented the Department in internal and external consultations;
- Reviewed program policies and made necessary changes to ensure effective services for children and their families;
- Worked as member of Senior Management team within the Department;
- Worked with National Directors of Child Welfare on issues affecting children in our Country;
- Developed and delivered training programs for Child Welfare staff.

**Accomplishments:**

- Provided leadership in the development of Competency Based Training Program for Child Welfare staff;
- Chaired Advisory Committee which reviewed Adoption Policies and Law in Newfoundland and Labrador and wrote the Green Paper on Adoption Policies and Law for Newfoundland and Labrador;
- Worked as a member of Senior Management Group for the Memorandum of Understanding between the Royal Newfoundland Constabulary, the Royal Canadian Mounted Police, the

Department of Justice, and the Department of Health and  
Community Services for the Investigation of Child Abuse.

**Assistant Director of Child Welfare**

January, 1994 –

June, 1999

Department of Social Services/Department of  
Health and Community Services  
St. John's

**Responsibilities:**

- Managed the Adoption program for the Province;
- Provided consultation and direction to staff employed in the Child Welfare Program at the Provincial and Regional levels;
- Assisted with the development of policies and procedures to ensure effective delivery of services;
- Provided training to Child Welfare staff and the public;
- Monitored and evaluated standards, policies, and practices;
- Participated as a member of Main Table Discussions on Innu Self Governance for Sheshatshiu and Davis Inlet;
- Participated as a member of the Side Table on Discussions on Inuit Self Governance;
- Fulfilled role of Director of Child Welfare in incumbent's absence.

**Accomplishments:**

- Provided leadership in the development and implementation of Competency Based Training for Child Welfare staff;
- Provided training on Child Sexual Abuse Investigation and Treatment to Child Welfare and Police Enforcement Agencies (joint training initiative);
- Provided leadership in the development and delivery of risk management system for child protection cases within the Province;
- Monitored and evaluated service delivery;
- Successfully implemented the Adoption Program for the Province including domestic and international adoptions.

**District Manager**

August, 1990 – January, 1994

Children's Protection Services  
St. John's



**Responsibilities:**

- Managed the financial and human resources in this specialized office which provided risk assessment and long-term protective intervention services to children and their families;
- Provided clinical supervision to six program supervisors and their social work teams;
- Provided training and ongoing support to the staff;
- Coordinated intervention services with the police, health professionals, and community organizations;
- Worked with Regional District Managers to improve quality of services to families in the St. John's Region of the Province;
- Ensured compliance with Provincial standards, policies, and services in delivery of the services;
- Evaluated staff performance;
- Represented the Regional Management team on issues related to children, youth and their families.

**Accomplishments:**

- Led the successful implementation of this first specialized child protection service in the Province;
- Assisted with the development of comprehensive, specialized training for staff deployed in the office;
- Delivered the specialized training to staff employed in the program;
- Managed the fiscal and human resources;
- Worked collaboratively with community-based programs and other Government Departments to ensure comprehensive services were available to children and their families.

**Social Worker Supervisor**  
Children's Protection Services  
St. John's

October, 1989 – August, 1990



**Responsibilities:**

- Provided clinical supervision and direction to Social Work staff specializing in the assessment and treatment of children in need of protective intervention;
- Worked as part of multi-disciplinary team in assessment of specific child abuse cases;
- Worked as member of management team to ensure effective operations within the office.

**Accomplishments:**

- Contributed to the successful implementation of the first specialized child protection assessment and treatment services for children and their families.

**Social Worker Supervisor**

January, 1989 – October, 1989

Child Abuse Treatment and Prevention Unit  
St. John's

**Responsibilities:**

- Sole Manager of a Social Work team responsible for completing risk assessments and determining treatment needs of children/families in need of protective intervention services;
- Responsible for overall operations of the office including human resources, materials, and financial management;
- Provided training and support to staff.

**Accomplishments:**

- Successfully established this specialized Child Protection Office in the St. John's Region;
- Successfully implemented the specialized services program in the St. John's Region;
- Established positive working relationships with Police Enforcement Agencies and other professionals to ensure comprehensive array of assessment and treatment services were available to children and families.

**Social Worker Supervisor**

November, 1985 – January,

1987

Child Welfare and Youth Corrections Program

St. John's West District Office

**Responsibilities:**

- Provided supervision to Social Workers employed in the Child Welfare and Youth Corrections program;
- Ensured effective team functioning;
- Evaluated service delivery.

**Accomplishments:**

- Worked effectively as a team member in this high stress environment;
- Provided positive leadership to staff.

**Senior Court Counsellor**

March, 1983 – November, 1985

Unified Family Court

St. John's

**Responsibilities:**

- Provided leadership to staff employed in the social arm of the Court;
- Developed policies and procedures to direct social programs offered through the Court;
- Provided counselling services to parents and children;
- Provided mediation services to parents seeking custody and access;
- Completed court ordered independent assessments on children/families;
- Worked with the Court Administrator on coordinating all Court services;
- Provided presentations to the public on services offered at Unified Family Court;
- Developed promotional materials on Court Services.

**Accomplishments:**

- Effectively established an array of social services for families requiring intervention;
- Developed promotional materials for public distribution;
- Successfully supervised staff deployed in the social arm of the Court;
- Worked as member of the Management Team for Court services.

**Social Work Supervisor**  
Child Protection Program  
St. John's

January, 1979 – March, 1983

**Responsibilities:**

- Provided clinical supervision and direction to staff managing specialized caseloads of child neglect and abuse cases;
- Ensured compliance with Provincial policies, standards, and procedures;
- Evaluated staff performance.

**Accomplishments:**

- Led an effective team of Social Workers managing child neglect and abuse cases;
- Advocated for development of specialized training programs for the staff;
- Worked effectively as member of Management Team at the District and Regional levels.

**Social Worker**  
1979  
Child Neglect and Abuse Caseload  
St. John's

January, 1978 – January,

**Responsibilities:**

- Provided assessment and follow-up services to children at risk and their families;
- Initiated applications in accordance with the Child Welfare Act on behalf of children who had been abused or neglected;
- Escorted children to out-of-home placements;
- Provided family support services to families "at risk";
- Worked with families toward reunification of children who had been removed from their care;
- Worked on long-term plans of care for children unable to return to their parents' care.

**Accomplishments:**

- Worked successfully in this high stress environment by providing comprehensive services to families assigned to caseload.

**Social Worker**

June, 1977 –

January, 1978

Social Assistance Caseload

St John's

**Responsibilities:**

- Completed financial eligibility assessments on individuals and families requiring income support;
- Worked with in-patients at local hospitals to determine financial eligibility;
- Completed required program reviews and home visits;
- Advocated for change in policies where client needs were unable to be addressed.

**Accomplishments:**

- Successfully provided services to individuals and families requiring income support;
- Worked effectively as a team member in this program.

**EDUCATION**

Memorial University of Newfoundland  
1986  
Master of Social Work

Memorial University of Newfoundland  
1977  
Bachelor of Social Work

Memorial University of Newfoundland  
School of Business – Project Management

Zenger Miller Frontline Leadership Program

Total Quality Management in Search of Excellence  
Team Management  
Career Track

### **PROFESSIONAL AFFILIATION**

Registered with the Newfoundland and Labrador Association of Social Workers

Canadian Council of Provincial Child and Youth Advocates (2002-2005)

Child Welfare League of Canada

### **Nominations and Awards**

Recipient of the 2006 Public Service Award of Excellence as a member of the Poverty Reduction Strategy, Interdepartmental Working Group

### **TRAINING**

Varied and extensive professional development courses have been completed and documented during my public service career.

### **REFERENCES**

Mr. Mike Samson  
Deputy Minister/ Chief Executive Officer  
FES-NL  
St John's  
Telephone: 709-729- 2307

Mr. Lloyd L. W. Wicks  
10 Salmonier Place  
St. John's  
Telephone: 709-745-0808

Ms. Beverley Clarke  
Health and Community Services – St. John's Region  
Cordage Place  
St. John's  
Telephone: 709-752-4831

\* Other references available upon request.