

## AUDREY DEVLIN

### **Harassment, Discrimination and Violence in the Workplace Investigation Experience**

Ms. Devlin has been conducting harassment investigations for clients in both the public and private sectors, including universities, provincial government ministries, hospitals, federal government crown corporations, the military, municipalities, fire departments, private corporations and voluntary organizations since 1988. These investigations have included the areas of sexual harassment, discrimination on the basis of national or ethnic origin, discrimination on the basis of gender, discrimination on the basis of disability including (H.I.V. status), discrimination on the basis of sexual orientation, discrimination on the basis of age, retaliation for being a witness in a harassment investigation, abuse of authority, human rights violations, failure to accommodate and complaints regarding discriminatory policies, i.e. grooming/dress standards. To date she has conducted more than 650 harassment in the workplace investigations. During the last several years she has expanded into the area of violence in the workplace investigations due to requests from clients as a result of provincial legislation in this regard. She has completed more than 20 violence in the workplace investigations. She has been a member of the Standing Offer for Investigation Services for Harassment in the workplace for the federal government for a period of twenty-three years.

She has completed investigations for the following departments and agencies: Canada Border Services Agency, Canadian Food Inspection Agency, Canada Revenue Agency, Citizenship and Immigration Canada, Canada Forestry Services, Correctional Services Canada, Courts Administration Services, Defence Research and Development Canada, Fisheries and Oceans Canada, Justice Canada, Public Prosecution Service of Canada, Health Canada, Indigenous and Northern Affairs Canada, National Research Council, Natural Resources Canada, National Defence, Parks Canada, Passport Canada, Public Safety Canada, Public Works and Government Services Canada, Service Canada, Transport Canada and Veterans Affairs Canada.

She has completed the Canadian Centre for Occupational Health and Safety Workplace Violence in the Federal Jurisdiction: Recognize the Risk and Take Action training course.

### **Experience Highlights**

Ms. Devlin has advised private sector executives, union leaders, government officials and university staff on developing employment equity and diversity plans and change management strategies and has guided these plans through successful implementation. These projects often include reviews of policies, procedures and practices to ensure they are race, gender and sexual orientation bias-free to facilitate a discrimination free workplace environment.

Completed projects, each with a unique challenge, include:

- an evaluation of the Urban Aboriginal Strategy, an innovative programme to improve the quality of life of urban Aboriginal people in Canada

- development of a human resource system for the General Secretariat on Development Planning for the Government of Qatar
- an assessment of the gender impact of the work of the Canadian International Development Agency in Ghana from 1999-2005
- a workforce diversity and gender integration training programme for the Land Force Command, Canadian Defence Forces
- an evaluation of the Workplace Discrimination and Harassment Prevention Policy implementation for two large Ontario government ministries and the Ontario Provincial Police with recommendations and a monitoring programme
- a corporate culture assessment of an Ontario government department
- an evaluation of a national programme servicing Aboriginal youth
- a change management programme for the Information and Public Administration Ministry of the government of Trinidad and Tobago
- a comprehensive corporate culture assessment and implementation programme for joint ventures, mergers and acquisitions, with the compatibility and congruence of the respective cultures as the key success factor, for a multinational financial services and construction company.

Further,

- She has been involved in projects in South Africa with regard to gender mainstreaming, diversity and harassment, providing advice and consulting services to a variety of clients including the World Bank, a leading multi-national mining company and leading NGOs. Her most recent assignment was in the fall/winter of 2016-2017.
- She has provided advice to the leadership of the South African National Defence Force regarding race and gender integration.
- Ms. Devlin has been the recipient of several awards, notably a Canadian International Development Agency Professional Award and selection for and participation in the Governor-General's Canadian Study Conference.
- She is currently involved in a number of projects including advising leading edge private sector clients on the competitive edge of managing diversity in the global marketplace.
- Ms. Devlin spent four months in South Africa in the fall of 1992 directing a CIDA project entitled "Empowering Black Women for a Post-Apartheid South Africa". She designed this project in close co-operation with a community-based organization in the townships of Natal Province. Subsequently she has worked in both South Africa and Zimbabwe.
- She has conducted many studies on behalf of Aboriginal organizations in Canada; most notably "A Review of the Relationship between the Aboriginal Community and the Province of Ontario - The Public Service Perspective".
- Ms. Devlin regularly serves as the Project Manager for Employment Systems Review projects in both the public and private sectors. This includes the review of policies and practices to determine whether systemic discrimination is present and requires recommendations for the elimination of barriers to members of employment-equity designated groups.
- She served as the Project Manager of the comprehensive project which produced "An Employment Equity Training Strategy for the Ontario Public Service" on behalf of the Management Board Secretariat in 1991.

- Her firm has designed and delivered Harassment and Discrimination Prevention training programmes for more than 130 clients since 1989. Many of these clients use her services to conduct investigations of complaints that are brought forward in these areas.
- In 1997 she was engaged to write the equity and harassment policy for the University of Guelph. In 1998 she was again retained to develop the Harassment Investigation Manual for the organization.
- Ms. Devlin has conducted project evaluations in several countries in Latin America on behalf of a United Nations agency.
- She completed a major project in workforce diversity, cross-cultural communications and human rights training for a 1500 person public employer in the city of Toronto. This was one of the largest single training programmes of this nature conducted in Canada.
- Her consulting company was awarded the workforce diversity training project of the Human Resources Secretariat of the Management Board of Cabinet. The scope of this project was to design, develop and deliver programmes for trainers, front line workers, human resource management specialists, employment equity co-ordinators, managers, and senior executives to be used by every provincial Ministry.
- As Special Assistant, Legislation and Policy, Office of the Minister of Community and Social Services of Ontario, she was responsible for all legislative procedures; preparation and briefing for Question Period, attendance at Question Period, preparation, briefing and attendance at five Cabinet Committees - Legislation, Race Relations, Native Affairs, Social Policy and Emergency Planning. She was also responsible for the formation, development and implementation of policy in the areas of Native Affairs and Race Relations, liaison with members of Cabinet, Caucus and Premier's staff, for Order-in-Council appointments, representing the Minister at public events, liaison with senior Ministry officials, community organizations and interest groups.
- As the Executive Director of Family Mediation Canada her duties included the production of a bilingual, national quarterly news magazine, drafting of briefs for appearances before legislative committees, liaison with various government agencies and organizations, development of policy and programmes, liaison with provincial mediation associations, negotiation of relationships with provincial mediation associations. She was also responsible for the establishment of a network of mediators throughout the country, membership recruitment, management and direction of public relations and public education programmes and the overall management of the organization.
- As Special Advisor in the Office of the Minister of Justice and Attorney-General of Canada she was responsible for advising the Minister with regard to policy developments in the area of mediation, studying programmes in other jurisdictions throughout North America, the making of recommendations with regard to future developments, research and funding. She represented the Minister at conferences and seminars and also co-ordinated the "Family and the Law" national conference.
- Ms. Devlin gained her investigation training during her employment as an Investigator for the Office of the Ontario Ombudsman, where she investigated complaints from the public regarding provincial government programmes, policies and personnel. She was required to conduct impartial investigations, to weigh the evidence received and to make recommendations for resolution.
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- Other Experience Highlights include:
  - Formation and establishment of initial funding for Family Mediation Canada, a national professional conflict resolution organization, 1984,
  - Selection Panel, Ontario Social Assistance Review Board, the first competitive process for an Ontario board or agency, 1986,
  - Vice-Chair, Women's Health in Women's Hands, a community health centre focused on the delivery of services to immigrant and refugee women.

## **Employment History**

- President, Devlin and Associates Canada, a consulting company specializing in corporate culture and diversity management, including cross-cultural communications, workforce diversity, employment equity, gender and race issues, human rights, harassment prevention, conflict resolution, programme evaluation and organizational change (1987 – present)
- Special Assistant to the Minister of Community and Social Services (Ontario) (1985 – 1987, legislation, native affairs, race relations)
- Executive Director, Family Mediation Canada, a professional conflict resolution organization (1984 – 1985)
- Special Advisor to the Minister of Justice (Canada) (1983-1984)
- Mediator (1979 – present)
- Public Participation Co-ordinator, Royal Commission on Electric Power Planning 1977-79
- Investigator, Office of the Ombudsman (Ontario) 1975-1976

## **Communications**

Ms. Devlin has thirty-five years experience with the design and delivery of training and seminars, lectures, giving key note addresses at conferences, testifying at legislative committees and chairing conference sessions in Canada, the West Indies, South Africa, Zimbabwe, India and Australia. Topic areas include human rights, gender analysis, affirmative action/employment equity, women's empowerment, public accountability, and cultural values as important tools for development. She has spoken to union conferences in both Canada and South Africa, addressed public forums in Canada and internationally and presented papers to numerous private sector organizations and conferences. She has extensive cross-cultural communication skills and has designed and delivered training courses in this area for both private and public sector clients since 1989.