

# Michael E. Doucet

Residence: 2-391 Princeton Avenue, Ontario K2A 0M6

Office: (613) 990-6839; Residence: (613) 668-8466

E-mail: Michael.doucet@sirc-csars.gc.ca

## Summary of Skills

- Experienced, energetic and result-oriented senior executive with knowledge and skills related to the management of programs and operations in a complex environment.
- Strong technical and operational background in information management technology, combined with proven business management practices.
- Senior Cryptologic representative, representing Canada's Communications Security Establishment (CSE) and other Security and Intelligence organizations in the U.S.
- Capacity to assess and analyze organizational needs and lead major initiatives within deadlines and in accordance with organizational expectations.
- Ability to conceptualize, communicate effectively, mobilize, and motivate people to carry out a vision.
- Proven capacity in the provision of advice to head of agency (DM equivalent), Privy Councillors, Associate Deputy-Ministers, and departmental and central agencies senior executives.
- Excellent leadership skills in a team environment; leads by example, encourages people to excel at what they are best at and supports their decisions, while dealing with problems in a direct, up-front manner. Strong advocate of personal and professional development throughout the organization.
- Self motivated, enjoys challenges, thrives in the role of change agent in the organization; demonstrated capacity to work under pressure. Excellent interpersonal skills, works towards consensus building.
- Skilled bilingual communicator both in writing and orally; effective in dealing with key partners internal to the organization, within the federal government, internationally within the academic fora and with stakeholders in field of expertise or sector. Excellent in managing complex domestic and international relationships.
- Experienced in managing budgets of about \$500 million and human resources staff of over 1000.

## CAREER SUMMARY

- thirty plus years of project and operational management experience in technical, analytical, operational and business environments, in the private sector and with the federal government.
- fourteen years of experience as an executive, managing multi-disciplined teams with increasing responsibilities and scope.
- Began career in 1984 as Remote Diagnostic Engineer with Digital Equipment of Canada.
- In 1988, joined the Communications Security Establishment (CSE) as Operations Manager, Special systems.
- In 1993, was promoted Senior Analyst, Electronic Security & Intelligence Network, CSE.
- In 1994, was promoted Head, Telecommunications & Computer Services, CSE.
- In 1996, became Manager, Systems Development, CSE.
- In 1998, was promoted Project Manager, UNISON, CSE.
- In 2000, was promoted Director Information Technology Security Operations, CSE.
- In 2003, was Director, Office of Emergency Management, CSE.
- In April 2003, was seconded to the Canadian Food Inspection Agency to build an effective and responsive organizational emergency management program.
- In 2004, was promoted Senior Canadian Liaison Officer to National Security Agency, CSE.
- In 2006, was appointed Director General Operations, Information Technology Security, CSE.
- In 2008, was appointed Chief Information Officer (CIO), Information Management Services with Correctional Services Canada.
- In 2010, was appointed Chief Technology Officer (CTO), RCMP
- In 2011, was appointed Chief Information Officer (CIO), RCMP

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## Professional Experience and Achievements

### **Executive Director (EX-04)**

*Security Intelligence Review Committee, Ottawa, December 2012 - Present*

Michael Doucet was appointed on December 28, 2012 to the position of Executive Director of the Security Intelligence Review Committee (SIRC), an agency which carries out continuous independent review of the Canadian Security Intelligence Service (CSIS) and which reports to Canada's Parliament. SIRC also operates as a quasi-judicial tribunal in investigating complaints by individuals concerning CSIS and examines reports by Ministers relating to the national security of Canada.

In this role, Michael leads all aspects of SIRC's operations. SIRC is an independent, external body, meaning that it is at arms' length from the Government. SIRC does not report to any Minister, but rather directly to Parliament. SIRC has virtually unlimited power to review CSIS's performance. Michael has successfully led SIRC through a significant transformation and change of focus.

As Executive Director, Michael leads SIRC in the production of an annual report to Parliament which is typically tabled in October of every year ( <http://www.sirc.gc.ca/anrran/2012-2013/index-eng.html>).

### **Chief Information Officer (CIO), Specialized Policing Services (EX-04)**

*Royal Canadian Mounted Police, Ottawa, February 2011 – December 2012*

#### ***Main responsibilities***

Accountable for leading a sector responsible for the planning, development, implementation, operations and performance monitoring of Royal Canadian Mounted Police (RCMP) Information Technology infrastructure assets including hardware, software, networks, systems, software, program applications and information. This includes the leadership of RCMP and National Police Service's mission critical system. The responsibilities also include the development of RCMP-wide governance, policies, standards and practices related the management of information technology. Manage a staff of approximately 1000 employees in headquarters and in the divisions and a budget of \$500M.

#### ***Accomplishments***

- Lead a series of transformation initiatives designed to improve the organization's alignment to operational outcomes and efficiency.
  - New governance framework fed by and aligned to operational needs
  - Improved national planning process building on industry and policing best practices
  - Improved Project Management practices designed to improve success rate
  - Integrated existing divisional organizations into a national organization to increase synergy and efficiency.
- Engaged RCMP sector/policy heads and divisional Commanding Officers in assessing and then transforming the delivery of IM/IT services for the RCMP. This engagement resulted in improved alignment between operations and IM/IT. It also allowed the building of better relationships with sector heads and gave them an opportunity to explore evolving areas of technology to meet their needs.
- Engaged RCMP and the Canadian Policing communities in improving the sharing of technology and information. This improved sharing is having a positive impact on the security of Canadians.
- Serve as Co-chair of the Canadian Association of Chiefs of Police Informatics committee.
- Engaged in national and international forum/speaking engagements to promote the IM/IT, interoperability and public safety outcomes.

### **Chief Technology Officer (CTO), Specialized Policing Services (EX-03)**

*Royal Canadian Mounted Police, Ottawa, April 2010 – February 2011*

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## ***Main responsibilities***

Responsible for ensuring the CIO Sector and the RCMP has the technology necessary to maintain its services in support of strategic priorities. Accountable for leading a branch responsible for the delivery of technology in support of the RCMP's core mandates. Managed a staff of approximately 500 employees in headquarters and in the regions and a budget of \$300M.

## ***Accomplishments***

- Evolved partnerships within the Canadian policing community. Focused on the adoption and use of common standards.
- Led RCMP relationships on a number of policing initiatives at the provincial/municipal levels. Examples are in the areas of records management systems, intelligence systems and radio infrastructures
- Promoted sound management practices within the IM/IT domain across the force.

## **Chief Information Officer (CIO), Information Management Services (EX-03)**

*Correctional Services Canada, Ottawa, February 2008 – March 2010*

## ***Main responsibilities***

Accountable for leading a branch responsible for the provision of IM/IT services across Correctional Services Canada's (CSC). This included the management of the *Offender Management System*, a Government of Canada mission critical system. Managed a staff of approximately 520 employees in headquarters and in the regions and a budget of \$90M.

## ***Accomplishments***

- Lead a series of transformation initiatives designed to improve the organization's alignment to business outcomes and efficiency.
  - Focus on business practices.
  - Improved strategic planning process building on recognized best practices
  - Improved Project Management governance.
  - Improved relationships with regional IM/IT personnel.
- Engaged NHQ sector heads and Correctional Institutions' Warden in reviewing the nature and delivery of IM/IT services in CSC.
- Engaged the IT NHQ and five regional IT organizations in creating a nationally integrated and coherent IT organization. The new "working together" culture and has resulted in a more outcome and results oriented organization and better value for CSC.

## **Director General Operations, Information Technology Security (EX-03)**

*Communications Security Establishment, Ottawa, September 2006 – January 2008*

## ***Main responsibilities***

Accountable for providing technical leadership, expertise, advice and guidance to meet the information protection needs of CSE's clients. Accountable for Cyber Threat and Vulnerability Analysis, Enterprise Security Architecture and Engineering, and Cryptology Material Systems. Managed a staff of approximately 150 employees and a budget of \$15M.

## ***Accomplishments***

- Identified, develop the business case, obtain senior management approval and implemented an integrated business model for CSE's Information Technology (IT) function. The model (the one page overview and related sub-models) was used by many staff, partners and customers to improve the value-added of CSE's IT services and products and for aligning the IT security business to other management tools such as the Government of Canada Program Activity Architecture, Business Plan and others.
- Raised the visibility and profile of cyber-threats with the government of Canada Deputy Ministers and Assistant Deputy Ministers resulting in a better state of readiness and an increase capacity, across the government, to resist to cyber-attacks.

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- Successfully responded to cyber-threats attacks against the Government of Canada.

## **Senior Canadian Liaison Officer to National Security Agency (EX-03)**

*Communications Security Establishment, Washington, August 2004 – August 2006*

### ***Main responsibilities***

Accountable for taking the leadership role of CSE's relationship with the National Security Agency (NSA). Lead a CSE group of "deployed" and "integrated" staff.

### ***Accomplishments***

- Lead the development and implemented a partnership framework with between Canada Communications Security Establishment (CSE) the United States National Security Agency (NSA) to better manage, promote and evolve the complex cryptologic domain.
- Realigned CSE's resources assigned to the partnership by business outcomes versus traditional organizational responsibility.
- Provided leadership and represented CSE in a number of international settings.
- Represented CSE in all cryptologic relationships with United States policy authorities and informed Canadian senior executives including Canadian Embassy officials on plans, policies and trends in the U.S. that might affect the course of Canadian/U.S. cryptology relations.
- Provided strategic policy advice to decision makers.

## **Director, Office of Emergency Management, Liaison, Preparedness and Policy Co-ordination (EX-02)**

*Canadian Food Inspection Agency, Ottawa, April 2003 – July 2004*

### ***Main responsibilities***

Accountable for building an organizational emergency management program which included planning, exercising, business continuity and biosecurity. Lead the development of frameworks and strategies in planning, exercising and emergency response. Managed a staff of approximately 6 employees and a budget of \$1M.

### ***Accomplishments***

- Built an organizational emergency management program. Key to the development of this organization was the integration of a number of internal and partner activities into a centralized organization.
- Managed key GoC partnerships and successfully built partnerships within the Agency, across the GoC with organizations such as Public Security and Emergency Preparedness Canada, Health Canada and others, and with stakeholder organizations, such as the provinces and industrial groups.
- Built and lead the operations center in Ottawa, organizing the national response for the Mad Cow emergency which had serious implications on Canadian Beef farming.
- Represented the Branch's interests on a number of interdepartmental coordinating committees.

## **Director Information Technology Security Operations, Information Technology Security Operations (EX-02)**

*Communications Security Establishment, Ottawa, December 2000 – March 2003*

### ***Main responsibilities***

Accountable for a group responsible for the evolution of, and provision of Cryptographic Key Management services to the GoC. Managed a staff of approximately 80 employees and a budget of \$7M.

### ***Accomplishments***

- Developed a framework for the introduction of significant modern management processes to the group and worked in partnership with other CSE elements to ensure cohesive implementation across the Communications Security Establishment.
- In partnership with key stakeholders, led the successful implementation of a new project management

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methodology.

- Represented CSE's Information Technology services internationally with key allies.

## **Project Manager, UNISON (CS-05)**

*Communications Security Establishment, Ottawa, February 1998 – December 2000*

### ***Main responsibilities***

Accountable for leading a highly visible and highly sensitive project aimed at redesigning the job evaluation and compensation structures of CSE (Project UNISON), a corporate project within CSE. Managed a staff of approximately 10 employees and a budget of \$1.5M.

### ***Accomplishments***

- Developed a project framework which was logical, well-researched, unbiased yet sensitive to organizational needs, and comprehensive yet realistic of available resources.
- Cultivated buy-in from senior management by understanding and integrating their expectations into proposals and influencing their expectations through continuous education.

## **Manager, Systems Development (CS-04)**

*Communications Security Establishment, Ottawa, 1996 – 1998*

### ***Main responsibilities***

Accountable for leading the development of an important IT project for CSE analysts working with sensitive information. Managed a budget of \$4M and a staff of 14 employees and 12 contractors.

### ***Accomplishments***

- Led the integration of five key operational systems into one that was easy to use by analysts working on tight deadlines, had minimal down-time and had secure access controls. The integrated system also supported an "information cut and paste" function across customized tools and applications.

## **Head Telecommunications & Computer Services (CS-04)**

*Communications Security Establishment, Ottawa, 1994 – 1996*

- Responsible for the operations of CSE's 24-hour communications centre, IT support and development to the communications centre and special projects.

## **Senior Analyst, Electronic Security & Intelligence Network (CS-03)**

*Communications Security Establishment, Ottawa, 1993 – 1994*

- Responsible for the support and development of a critical, multi-departmental secure computer network.

## **Operations Manager, Special Systems (CS-02/CS-03)**

*Communications Security Establishment, Ottawa, 1988 – 1993*

- Managed a network of mini-computers and high performance workstations for information technology security users.

## **Remote Diagnostic Engineer & Field Service Engineer**

*Digital Equipment Canada, Ottawa, 1984 – 1988*

- Provided support for personal computers, peripherals system and application software.

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## Professional Experience

### Sessional Lecturer, part time

*Telfer School of Management, University of Ottawa*

- Strategic Information Technology Management and Organization Behaviour.

### Sessional Lecturer, part time

*Carleton University School of Business*

- Human Resource Specialization; Human Resources Research and Information Systems.

## Volunteer Work

- Co-treasurer – Ottawa South United U16 soccer team.
- Professional Association: Member, Canadian Compensation Association.

## Prizes and Awards

- **The Head of the Public Service Award**, recipient as a member of the Bovine Spongiform Encephalopathy Investigation and Response Team ( in the category of excellence in Service Delivery)
- **Queen Elizabeth II Diamond Jubilee Medal recipient**

## Education

- Currently enrolled in a **Master of Arts Degree Program in Political Sciences** at the University of Ottawa
- **MBA** degree (with international placement and specialization in strategic change, compensation and information technology management), University of Ottawa, February 2000
- **Diploma**, Electronics Engineering Technology (co-op), Algonquin College, 1983

## Professional Development

### University of Ottawa

Managing Public & Private Organizations  
Organizations in Society  
Introduction to Management in Government  
Business Communications  
Introduction to Project Management  
Quantitative Analysis

### Canadian Management Centre

Information Systems Project Management  
Developing High Performance Teams  
Managerial Skills for the Experienced Manager

### Learning Tree International

Effective Skills for the Technical Manager

### McLuhan & Davies

Excellence in Thinking & Writing

**Linguistic Profile: French, English EEE**

**Security Clearance: Top Secret**

**References available upon request**