

## *CURRICULUM VITAE*

### **Sandy Stewart, MSW, RSW Social Worker, Registered Social Worker**

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#### **Highlights of Professional Qualifications**

- Masters Degree in Social Work, Policy and Administration
  - 13 years of Public Sector management experience
- 10 years employment counselling, counselling, and crisis intervention experience with the former Regional Municipality of Ottawa-Carleton, Social Services Department; a youth detention facility in the Laurentians, Quebec; and individual and family counselling in a youth residential treatment facility, Vancouver, BC
  - Private Practice: Career Counselling and Therapeutic Services
- Municipal, Provincial, National, Not-for-Profit, Community Development, Private Sector, and Volunteer Experience, including the co-ordination of broad community collaboration, and local and national multi-sectoral partnerships
  - Research, writing, editing, and contract proposal writing experience
    - Artisan small business owner

#### **Experience**

**June 2002 – Present**

**Stewart and Associates, Inc., Ottawa, Ontario  
Therapist and Career Counsellor – Private Practice  
Management Consultant  
Writer  
Artisan: Personalized Jewellery Creations  
Founder, Sound Centres, [www.soundcentres.com](http://www.soundcentres.com)**

- Management support services, including strategic planning, work plan development, event/retreat planning, content design and creation, group facilitation and training for the Federal Department of Fisheries and Oceans
- Administrative support services to various clients
- Development of Employment Equity Performance Measures, including the creation of detailed, measurable indicators to ensure compliance with Human Rights and employment equity for the Canadian Food Inspection Agency
- Writing Contract Proposals for private clients
- Writing contracts for The Conference Publishers involving research, writing, and summative reports for a broad range of locally-hosted, Federal Government, and NGO national and international conference proceedings.
- Crisis intervention, therapeutic counselling, and career development services for private clients referred by word of mouth

- Design and develop content curriculum, and facilitate group workshops on healing and wellness
- Personalized jewellery creations, including Aboriginal-style Lakota necklaces, as taught by Eagle Man, Ed McGaa, Lakota Sioux author and teacher

**Feb. 2000 – June 2001**                      **HRSDC (formerly HRDC) - Human Resources Investment Branch – Policy and Program Unit  
Youth Initiatives Directorate  
Senior Policy Analyst and Team Leader**

- Invited on secondment from the former Regional Municipality of Ottawa-Carleton to be a member of the **Management Team** for the **National Youth Employment Strategy** to provide strategies, expert advice, policy options and issues management plans related to Youth-at-Risk and employment.
- **Senior Policy Analyst and Team Leader** responsible for the development of specific policy frameworks and program options for Youth-at-Risk, input to Memoranda to Cabinet, Cabinet and Ministerial briefings and discussion documents, power-point presentations, teleconferences and video-conferences.

**Successes:**

- Hired, trained, and supervised policy analysts.
- Organized, developed, and promoted a strategy for national interdepartmental collaboration on multiple youth issues.
- Designed, organized, coordinated, and documented the input of representatives from all HRDC Departments and 15 other Government of Canada Departments (e.g. Health, RCMP, Justice, Environment, Heritage, Treasury Board, National Defense) to focus group sessions on issues related to Youth-at-Risk.
- Wrote a 50-page document titled: “Youth-at-Risk: Current Government of Canada Programs, Issues, and Opportunities for Interdepartmental Collaboration”.
- Was the lead policy analyst on the following files: youth-at-risk, homeless youth, Aboriginal youth, youth in trouble with the law, youth and social welfare, youth health issues, youth and the private sector; youth and the Council of Education
- Identified ‘best practices’, conducted literature reviews, Internet research, and interviews with key informants.
- Researched, developed, and promoted a national Youth Development Strategy that was adopted and eventually used as a national model for the delivery of employment supports to youth through Youth Employment Resource Centres such as Ottawa’s ‘Zone Jeunesse’.

**Oct. 1982 – Feb. 2000**                      **Regional-Municipality of Ottawa-Carleton, Ottawa  
Social Services Department  
Employment Programs Branch  
(Prior to amalgamation to City of Ottawa)**

**Manager, Employment Resource Centre (1996-2000)**  
**Manager, Youth Employment Preparation Program (1989-1996)**  
**Manager, Employment Services Program (1987-1988)**  
**Career Planning and Assessment Counsellor, Youth Employment Preparation Program (1985-1986)**  
**Coordinator, Career Access Program and Coordinator, Ontario Youth Corps Program (1984-1985)**  
**Welfare Worker (1982-1984)**

- Designed and managed the services of an Employment Resource Centre in central Ottawa, serving over 1,000 clients/month and providing 33 career development workshops monthly
- Hired, trained and supervised a multi-disciplinary team of 14 staff, including counsellors, employment counsellors, administrative staff, and technical support staff
- Developed programs and policies for employment services aimed at social assistance recipients, new Canadians, and visible minorities; tracked and evaluated participation; made continuous improvements and developed efficiencies of service.
- 12-year contributing member of the Social Services, Employment Programs Management Team, serving the employment support needs of social assistance recipients in Ottawa-Carleton
- Managed budgets for capital costs, operating expenses, program funds, and salaries.
- Initiated, developed, and sustained partnerships with multiple community, government and private sector organizations, including partnerships with (the former) HRDC, local Boards of education, colleges, and businesses in the delivery of targeted wage-subsidy programs, entrepreneurship programs, and other employment support programs.
- Implemented a major organizational restructuring, including the development of multiple new programs; managed program staff re-configurations and major site renovations; established results-based management processes; reviewed, assessed, revised, re-created, and evaluated client service delivery activities to achieve goals related to employment outcome objectives.
- Provided direction and support, with input from staff, clients, and community partners to the creation, delivery, and on-going improvement of employment-related workshops such as jobs-search, résumé writing, career planning, self-esteem, stress management, job seeking for New Canadians, labour market information, and training program information
- Managed a WAN/LAN technical environment, including the supervision of technical support staff, and the on-going operations associated with the provision of 16 publicly-accessed computers and other business equipment used for job search activities.

**Manager, Youth Employment Preparation Program (1989-1996)**

- Supervised a team of 8 dedicated and effective youth employment counsellors serving thousands of youth-at-risk on welfare
- Received Provincial recognition as a “Best Practice Program” for youth
- Received a Departmental STAR Award for the publication of: “Youth on Welfare: the Relentless Crisis”; received a second STAR Award, nominated by my staff for effective leadership
- Provided direction, leadership, and support for the design, development, and marketing of employment services, including the delivery of effective groups

**Manager, Employment Programs Services (1987-1988)**

- Performed Acting Supervisory duties for a team of employment counselors serving severely employment disadvantaged adults, including those recovering from substance abuse
- Increased participation rates and implemented new programs
- Raised the profile of the program through various communication and promotion strategies

**Career Planning and Assessment Counsellor, Youth  
Employment Preparation Program (1985-1986)**

- Researched, designed, and implemented a substantive career planning workshop for youth-at-risk, aged 16-24, who were in receipt of social assistance
- Performed individual assessments of youth referred as participants to the career planning workshop; determined suitability for participation; encouraged, coached, counselled, and supported goal setting and action planning
- Delivered on-going career planning workshops; facilitated interaction and learning
- Conducted individual client output interviews, assisted and supported participants to take the next steps toward their goal of financial independence; made referrals, established significant contact, and built collaborative partnerships with numerous community agencies and academic institutions

**Coordinator, Career Access Program; Coordinator, Ontario  
Youth Corps Program (1984-1985)**

- Simultaneously launched two separate programs with different funding streams and criteria; created promotional and communication materials; hired staff
- Created policies, procedures, forms and processes for the assessment and matching of clients to supportive, temporary employment opportunities
- Initiated contact with hiring supervisors; promoted the program and clients; negotiated short-term placement opportunities for clients throughout the Corporation of the Regional Municipality of Ottawa-Carleton; advocated for clients, problem-solved with supervisors
- Created and facilitated on-going group workshops to support clients in sustaining their employment/training opportunities and to assist them in finding full-time employment after the program

**Welfare Worker (1982-1984)**

- Assessed financial eligibility of individuals and families applying for social assistance
- Managed an on-going caseload of 120 clients, including conducting monthly and yearly reviews of eligibility and adjustments resulting from changes to financial and familial status
- Assessed personal and social support needs of individuals and families, made referrals to numerous community service organizations; followed-up on referrals; determined progress towards goal of financial independence
- Initiated research into a review of the time requirements of the job duties; coordinated the input; wrote a report detailing the time required to effectively fulfill the duties of a welfare worker, and made recommendations for change to senior management

**Education**

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| 1991 | <b>Graduate, Master of Social Work</b> , Policy and Administration<br>Carleton University, Ottawa, Ontario  |
| 1982 | <b>Certificate, Employee Assistance Program</b> , Referral Agent, Algonquin<br>College, Ottawa, Ontario   |
| 1978 | <b>Certificate, Child-Care Counsellor</b> , BC Youth Development Centre,<br>Vancouver, British Columbia   |
| 1971 | <b>Graduate, Bachelor of Arts</b> , Honours Psychology and English<br>Literature, Sir George Williams University (now Concordia), Montreal,<br>P.Q. |