

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Subject:** RE: Marie | Lynn  
**Date:** May 8, 2018 11:25:24 AM

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Yes, I will facetime you 9:30-10:30 Friday

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**From:** Marie Mac Donald [mailto:s.22]  
**Sent:** Tuesday, May 8, 2018 11:21 AM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Re: Marie | Lynn

Hi,

I can't open this but am confirming we are on at 9:30.

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

s.22

[mariemacdonald.com](http://mariemacdonald.com)



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**From:** Lynn Kriwoken  
**Date:** Friday, May 4, 2018 at 1:57 PM  
**To:** "Marie MacDonald" s.22  
**Subject:** Marie | Lynn

## EQ Profiling Leadership Development Vendor Ranking Sheet

(Prepared July 20, 2018, completed July 27, 2018)

SELECTION CRITERIA	Cygnus Consulting Scott Borland (250) 882-8830 <a href="mailto:scott@cygnusconsultants.com">scott@cygnusconsultants.com</a> DECLINED	Learning in Action Mary Eshenko 250-382-6353 <a href="mailto:meshenko@pacificcoast.net">meshenko@pacificcoast.net</a>	Marie MacDonald Consulting s.22
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s.17

(6) Hourly/D Rate [\$\$CDN]		s.21	s.21
s.17			
Comments or other considerations		s.21	s.21

(1) Vendors MUST have immediate availability and (2) MUST score at least 8/10 for relevant experience. Contract awarded to bidder with highest experience level and lowest hourly rate/quote if conditions (1) and (2) are satisfied.

Score out of 10:

0 to 3 = none or very limited;

4 to 6 = some;

7 to 8 = yes;

9 to 10 = extensive



## MINISTRY IDENTIFICATION

Ministry:	<input type="checkbox"/> Aboriginal Relations & Reconciliation	<input checked="" type="checkbox"/> Environment	
	<input type="checkbox"/> Agriculture	<input type="checkbox"/> Forests, Lands, & Natural Resource Operations	
	<input type="checkbox"/> Energy and Mines	<input type="checkbox"/> Natural Gas Development (and Minister Responsible for Housing)	
Branch / Division:	Water Protection and Sustainability Branch/ESSPD		
Region / City:	Victoria		
			Primary Contact for This Request (select one)
Expense Authority:	Lynn Kriwoken	Phone: 778-698-4044	<input checked="" type="checkbox"/>
Qualified Receiver:	Geoffrey Conder	Phone: 778-698-9331	<input type="checkbox"/>
Other contact - if applicable:			

## REQUEST DETAILS

Contract Number (if known):	
Project Title:	Emotional Intelligence (EQ) Profiling and Leadership Development Services
Ministry Cost Estimate:	\$20,000
Cost Recoverable:	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes - Recovery Source (e.g. name of Federal department, private organization, etc. / program or initiative name):  Amount of Recovery \$ Recovery Percentage: %
Describe the Location, Services/Work, Purpose:	Consulting services are required to work w the new team to: - support leadership performance, effective working relationships, engagement, learning culture development and change resilience; and - provide individual and team Emotional Intelligence profiling and coaching
Why Can't Existing Staff Fill the Need?	ENV WPS/ESSPD does not have staff knowledge or expertise to provide these services.
Describe the Impact on Program Delivery if Not Approved:	Three new Directors joined the WPSB leadership team in the past 10 months as their predecessors moved onto other roles. Under the former leadership, WPSB has been a high performing and engaged team, with the branch achieving WES scores of 80 in the last two surveys. Investment in EQ profiling/coaching, leadership performance and learning culture development have been key to these results and will continue to be in a workplace of constant change in delivery of government priorities.
If Direct Award:	N/A
Include Option to Renew:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/>
Anticipated Term of Agreement:	From: August 1, 2018 To: December 31, 2019

## Core Policy Compliance Checklist

Y   N   n/a

Contract planning needs to be appropriate to the value of and complexity / risks associated with the services or work. Following are some key Core policy and best practices items. However, **this is not a complete list**. References are available at: Chapter 6 of the [Core Policy & Procedures Manual](#), and the [Contract Management Manual](#).

1.	It has been confirmed that there is not a <a href="#">Corporate Supply Arrangement</a> (CSA) available for the required services / works (CPPM 6.3.2.c.2).	x	<input type="checkbox"/>	
2.	If request is for a service contract over \$100,000, has a Cost Benefit Justification (CBJ) been prepared and placed on the contract file in the event review of the CBJ is needed (CPPM 6.3.1.5)?	<input type="checkbox"/>	<input type="checkbox"/>	x
3.	If this contract is being direct awarded to a contractor that has been used for similar work in the previous 3 months (3 months from previous expiry date), the new contract must be approved by an expense authority with authority for the combined total of the contracts. If this condition applies to the requested contract, has the contract been approved by the appropriate expense authority (CPPM 6.3.1.4)?	<input type="checkbox"/>	<input type="checkbox"/>	x
4.	The contract will not establish an <a href="#">employer / employee relationship</a> (CPPM 6.3.1.7).	x	<input type="checkbox"/>	

## Best Practices Checklist

1.	Has a Risk Assessment been done to determine appropriate insurance requirements? Refer to the <a href="#">Insurance Requirements Matrix (NRS 1289)</a> .		X	<input type="checkbox"/>
Contract Type:	<input checked="" type="checkbox"/> Consulting & General Services (e.g. GSA, FS1)	<input type="checkbox"/> Minor Works (less than \$100K)		
	<input type="checkbox"/> Operational Field Services	<input type="checkbox"/> Major Works (\$100K or more, or high risk work at lower values)		
	<input type="checkbox"/> Local Minor Works / Services Services (NRS782 – simple / low risk / \$5K max)	<input type="checkbox"/> Other contract/custom agreement - specify:		
If unsure of appropriate form of agreement, contact the Contract Support mailbox at <a href="mailto:CSNR.ContractSupport@gov.bc.ca">CSNR.ContractSupport@gov.bc.ca</a> .				
Custom agreements, or modifications to any terms / conditions of an approved contract template, must be vetted through CSNR Procurement Policy and Advice ( <a href="mailto:CSNR.ContractSupport@gov.bc.ca">CSNR.ContractSupport@gov.bc.ca</a> ) for legal and/or risk management review and approval.				

## ACCOUNT & PROCUREMENT CODING

Account Coding (STOBS: See [Master STOB List & Description](#) / Expense Tab if needed)

Client #	Response Centre #	Service Line #	STOB #	Project #	AMOUNT
s.17	295CA	30548	6001	2900000	\$20,000

See [Code Descriptions](#) at end of form for full descriptions.

Procurement Process Code (where direct award applies, include the necessary details in the justification section of this form)					
<input type="checkbox"/> 100 OPEN COMPETITIVE PROCESS	<input type="checkbox"/> 203 DIRECT AWARD – SECURITY, ORDER, Etc. Define how there would be interference.	<input type="checkbox"/> 207 DIRECT AWARD – SERVICES AND CONSTRUCTION UNDER \$25,000			
<input type="checkbox"/> 200 DIRECT AWARD – PUBLIC SECTOR ORGANIZATION	<input type="checkbox"/> 204 DIRECT AWARD – CONFIDENTIALITY. Define how open bidding harms the ministry's confidentiality.	<input checked="" type="checkbox"/> 300 COMPETITIVE PROCESS AMONG SELECTED VENDORS. CONSTRUCTION AND SERVICES UNDER \$75,000 (no use of pre-qualification / select list).			
<input type="checkbox"/> 201 DIRECT AWARD – SOLE SOURCE. If using this code, in the Justification area of the "If Direct Award" section of this form, clearly define how you have strictly proven that only one contractor is qualified and/or available.	<input type="checkbox"/> 205 DIRECT AWARD – NOTICE OF INTENT (No substantiated objections)	<input type="checkbox"/> 400 SELECTED VENDOR FROM PRE-QUALIFIED LIST (without undertaking a competitive process)			
<input type="checkbox"/> 202 DIRECT AWARD – EMERGENCY	<input type="checkbox"/> 206 DIRECT AWARD – PERMITTED UNDER ANOTHER CORPORATE POLICY OR LEGISLATION	<input type="checkbox"/> 401 COMPETITION AMONG VENDORS ON A PRE-QUALIFICATION LIST			



Trade Agreement Exclusion Codes					
<input type="checkbox"/>	100	Purchase Subject to Agreement on Internal Trade (AIT)	<input type="checkbox"/>	500	Excluded – Security, Order, Etc.
<input type="checkbox"/>	200	Purchase Below Applicable AIT threshold	<input type="checkbox"/>	600	Excluded – Product Compatibility / Exclusive Rights
<input type="checkbox"/>	300	Purchase of an Exempted Commodity / Service	<input type="checkbox"/>	700	Excluded – Procurement of Prototype
<input type="checkbox"/>	400	Excluded - Emergency	<input type="checkbox"/>	800	Excluded – Regional / Economic Development

Contract Category (re: STOPS 60, 61, and 63)					
<input type="checkbox"/>	GMA	<input type="checkbox"/>	PRA	<input type="checkbox"/>	BSA
X	HR/LR	<input type="checkbox"/>	PM	<input type="checkbox"/>	OP
<input type="checkbox"/>	IT	<input type="checkbox"/>	COM	<input type="checkbox"/>	OTH

### APPROVAL

Authorization below (or attached) provides approval to proceed with soliciting new contract, i.e. ITQ / ITT / RFP / direct award.

Unless otherwise directed by local procedures, e-mail approval is acceptable provided the completed version of this form is included in the e-mail string.

#### CONTRACT MANAGER / QUALIFIED RECEIVER - optional

_____	_____
Signature	Date
Print Name: Geoff Conder	

#### PROGRAM MANAGER / EXPENSE AUTHORITY - required

_____	2017.05.24
Signature	Date
Print Name: Lynn Kriwoken	

#### ADM – as required

_____	_____
Signature	Date
Print Name: Jennifer McGuire	

## CODE DESCRIPTIONS

### CONTRACT APPROVAL REQUEST - NATURAL RESOURCE SECTOR

Procurement Process Codes	
Code	Description
100	<b>Open competitive process:</b> An open competitive solicitation process (e.g., Invitation to Quote, Request for Proposal, Joint Solution Procurement, Invitation to Tender, or other) has been used normally by advertising the opportunity on BC Bid.
200	<b>Direct Award - Public sector organization:</b> Contracts may be negotiated and directly awarded without competitive process where the contract is with another government organization.
201	<b>Direct Award - Sole source:</b> Contracts may be negotiated and directly awarded without competitive process where the ministry can strictly prove that only one contractor is qualified to provide the goods, services or construction or is capable of engaging in a disposal opportunity.
202	<b>Direct Award – Emergency:</b> Contracts may be negotiated and directly awarded without competitive process where an unforeseeable emergency exists and the goods, service or construction could not be obtained in time by means of a competitive process.
203	<b>Direct Award - Security, order, etc.:</b> Contracts may be negotiated and directly awarded without competitive process where a competitive process would interfere with a ministry's ability to maintain security or order or to protect human, animal or plant life or health.
204	<b>Direct Award – Confidentiality:</b> Contracts may be negotiated and directly awarded without competitive process where the acquisition is of a confidential or privileged nature and disclosure through an open bidding process could reasonably be expected to compromise government confidentiality, cause economic disruption or be contrary to the public interest
205	<b>Direct Award - Notice of Intent:</b> When a contract for services or construction valued at \$50,000 or more, is intended to be directly awarded on the basis that there is only one vendor that can provide the services or goods required, but this cannot be strictly proven, a Notice of Intent must be posted on BC Bid.
206	<b>Direct Award:</b> Use this code where the Direct Award was permitted under another corporate policy or legislation. Do not use this code if another direct award code applies.
207	<b>Direct Award – Services and Construction Under \$25,000:</b> Any service or construction opportunity, or supply arrangement for the supply of services or construction, with an estimated value of less than \$25,000, should be competed to the extent reasonable and cost effective. Do <b>not</b> use this code if one of the exceptions in <a href="#">Core Policy and Procedures Manual: Chapter 6.3.3(a)</a> applies. In that case use one of codes 200 to 204 whichever applies.
300	<b>Competitive Process Among Selected Vendors (Construction and Services under \$75,000):</b> A competitive solicitation process among a limited list of vendors and not advertised on BCBid (i.e. solicitation of three or more vendors) If vendors are on a pre-qualification list, then use 401.
400	<b>Selected Vendor from Pre-qualification List:</b> Select this code for a contract that is issued to a vendor on a pre-qualification list without undertaking a competitive process. The process followed must be consistent with the rules set out in the original request for qualifications.
401	<b>Competition Among Vendors on a Pre-qualification List:</b> A competitive solicitation process among a limited list of vendors selected from a pre-qualification list. Select this code if a competitive solicitation process is conducted among a limited list of vendors selected from a pre-qualification list. The process followed to select vendors must be consistent with the rules set out in the original request for qualifications.
500	<b>Purchase from a Corporate Supply Arrangement (CSA):</b> A purchase from a pre-established corporate supply arrangement such as a Master Standing Offer, Standing Offer or the Queens Printer.

Codes continued . . .

**Trade Agreement Exclusion Codes** – These codes reflect Agreement on Internal Trade (AIT) reporting requirements and thresholds only. Do not use these codes to track compliance with policy or with the New West Partnership Trade Agreement (NWPTA) or other applicable trade agreements.

Code	Description
100	<b>Purchase subject to Agreement on Internal Trade (AIT):</b> The purchase is over the trade agreement (AIT) threshold for national advertising (\$25K for goods / \$100K. for services / \$100K. for construction) and is not excluded or exempted under any other category below.
200	<b>Purchase below applicable AIT threshold:</b> The purchase is under the trade agreement thresholds (dollar values as noted above).
300	<b>Purchase of an exempted commodity/service:</b> The purchase is for goods, services or construction that is exempted from coverage of AIT or to which AIT does not apply by virtue of its specific reference in AIT (for example grants, entitlements or ministerial appointments).
400	<b>Excluded – Emergency:</b> A purchase where an unforeseeable situation of urgency exists and the goods, services or construction cannot be obtained in time by means of an open procurement.
500	<b>Excluded - Security, order, etc.:</b> A purchase where compliance with the open tendering provisions set out in AIT would interfere with the Province's ability to maintain security or order or to protect human, animal or plant life or health.
600	<b>Excluded - Product compatibility/exclusive rights:</b> A purchase which must: ensure compatibility with existing products; recognize exclusive rights, such as exclusive licenses, copyright and patent rights; or maintain specialized products that must be maintained by the manufacturer or its representative.
700	<b>Excluded - Procurement of prototype:</b> The procurement of a prototype or a first good or service to be developed in the course of and for a particular contract for research, experiment, study or original development, but not for any subsequent purchases.
800	<b>Excluded - Regional/Economic development:</b> A purchase which, under exceptional circumstances, may be excluded by the Province from the application of applicable chapters of the agreements for regional and economic development.

**Contract Category for STOB 60, 61, and 63:** The following definitions are to be used to classify contracts in STOBs 60, 61, and 63 which fall into the categories listed. If the contract does not fit into one of these broad categories, it should be excluded from the analysis. If the contract falls into more than 1 category, choose the predominant category. Recoverable contracts should be identified as such and will be excluded from the information submitted to central agencies if submission is required.

Code	Description
GMA	<b>General Management Advice:</b> Contract providing information for, or advice on, the planning and/or management of programs.
HR/LR	<b>Human Resources &amp; Labour Relations:</b> Contracts providing Human Resources services or human resource related services such as coaching/facilitation and organizational design.
IT	<b>Information Technology:</b> Consulting services related to information technology. This would include contracts consulting on systems development or management of systems. It would not include the work done to develop the system, writing code, data entry etc
PRA	<b>Policy, Research and Analysis:</b> Contracts providing planning services that contribute to or recommend policy, or consultation on policy issues; contracts that provide research and analysis to advise in program management
PM	<b>Project Management:</b> Contracts where an external project manager is hired to run a project or facilitate activities.
COM	<b>Communications:</b> Contracts proving professional services related to the planning writing, preparation or distribution of communications.
BSA	<b>Business Support &amp; Administrative:</b> Contracts where administrative support is supplied such as administrative service, filing, cataloguing, records administration, etc. Also includes Secretariat support services.
OP	<b>Operational:</b> Contracts where non-consulting type work is being performed that is performing a service that does not fit into one of the categories above. Examples include data entry, building fences, maintenance activities, writing and delivery of training program.
OTH	<b>Other:</b> Contracts which do not fall into any of the above categories.

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["scott@cygnusconsultants.com"](mailto:scott@cygnusconsultants.com)  
**Cc:** [Kriwoken, Lynn ENV:EX](#)  
**Subject:** Request for Quote – EQ Profiling and Leadership Development Services  
**Date:** July 23, 2018 8:04:52 AM  
**Attachments:** [image001.png](#)

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Good morning Scott,

We are seeking quotes for a consultant to provide individual and team Emotional Quotient (EQ) Profiles and leadership development services to the Water Protection and Sustainability Branch of the Ministry of Environment and Climate Change Strategy. Services required will include (but not be limited to):

- Individual and team Emotional Quotient (EQ) profiling and coaching
- Individual and team change resilience strategies
- Organizational health and learning culture strategies

Services will begin August 6, 2018, with the potential for the provision of further services until December 31, 2019. Initially, the work in August will focus on 4 individual EQ profiles, analysis and coaching debriefs for members of the Branch leadership team followed by a one-day session with the leadership team. Individual and team leadership development sessions may follow throughout the year, as needed. Funds available for this contract are limited to a maximum of \$20,000.

If you are interested in providing a quote for these services, please answer the following questions and attach your CV.

s.17

I can be reached at 778.698.4044 if you wish to discuss or have any questions. Please email your response to me before 4:00 pm on Friday, July 27, 2018.

Regards,

Lynn Kriwoken, Executive Director, Water Protection & Sustainability Branch  
Ministry of Environment & Climate Change Strategy  
PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2  
Phone 778.698.4044 | Fax 250.356.1202  
Location: 4th floor, 525 Superior St | Victoria, BC



Where ideas work

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** [Marie MacDonald \(s.22](#)  
**Cc:** [Kriwoken, Lynn ENV:EX](#)  
**Subject:** Request for Quote – EQ Profiling and Leadership Development Services  
**Date:** July 23, 2018 8:05:11 AM  
**Attachments:** [image001.png](#)

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Good morning Marie,

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PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2  
Phone 778.698.4044 | Fax 250.356.1202  
Location: 4th floor, 525 Superior St | Victoria, BC



Where ideas work

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["meshenko@pacificcoast.net"](mailto:meshenko@pacificcoast.net)  
**Cc:** [Kriwoken, Lynn ENV:EX](#)  
**Subject:** Request for Quote – EQ Profiling and Leadership Development Services  
**Date:** July 23, 2018 8:05:36 AM  
**Attachments:** [image001.png](#)

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Good morning Mary,

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PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2  
Phone 778.698.4044 | Fax 250.356.1202  
Location: 4th floor, 525 Superior St | Victoria, BC



Where ideas work

**From:** [Scott Borland](#)  
**To:** [Kriwoken, Lynn ENV:EX](#)  
**Subject:** Re: Request for Quote - EQ Profiling and Leadership Development Services  
**Date:** July 23, 2018 1:44:43 PM

---

Hi Lynn - thanks for the outreach, it is appreciated.

I don't work any longer in this practice area. I specialize in strategic facilitation and narrative 360 feedback for executives.

s.22

All the best in your search for a suitable vendor!

Scott

Scott Borland :: CYGNUS Management Consultants Inc.  
[www.cygnusconsultants.com](http://www.cygnusconsultants.com) :: 250-882-8830  
Strategic Facilitation :: Executive Feedback

On Jul 23, 2018, at 8:04 AM, Kriwoken, Lynn ENV:EX  
<[Lynn.Kriwoken@gov.bc.ca](mailto:Lynn.Kriwoken@gov.bc.ca)> wrote:

Good morning Scott,

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Regards,

**Lynn Kriwoken, Executive Director, Water Protection & Sustainability Branch**

Ministry of Environment & Climate Change Strategy

PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2

Phone 778.698.4044 | Fax 250.356.1202

Location: 4th floor, 525 Superior St | Victoria, BC



**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Subject:** RE: Request for Quote - EQ Profiling and Leadership Development Services  
**Date:** July 23, 2018 2:34:36 PM  
**Attachments:** [image002.png](#)

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Correct, no SRFP form to fill out and yes, a word document will suffice.

Lynn

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**From:** Marie Mac Donald [mailto:[s.22](#)]  
**Sent:** Monday, July 23, 2018 11:09 AM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Re: Request for Quote - EQ Profiling and Leadership Development Services  
**Importance:** High

Hi Lynn,

Thanks for this request. Can I confirm there is no SRFP form to fill out and that these questions are to be answered in a word doc.

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

(250) 595-1437

[mariemacdonald.com](http://mariemacdonald.com)



---

**From:** Lynn Kriwoken  
**Date:** Monday, July 23, 2018 at 8:05 AM  
**To:** "Marie MacDonald (s.22)"  
**Cc:** Lynn Kriwoken  
**Subject:** Request for Quote - EQ Profiling and Leadership Development Services

Good morning Marie,

We are seeking quotes for a consultant to provide individual and team Emotional Quotient (EQ) Profiles and leadership development services to the Water Protection and Sustainability Branch of the Ministry of Environment and Climate Change Strategy. Services required will include (but not be limited to):

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PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2

Phone 778.698.4044 | Fax 250.356.1202

Location: 4th floor, 525 Superior St | Victoria, BC

[cid:image003.png@01D26A67.68AD2880]

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Scott Borland"](#)  
**Subject:** RE: Request for Quote - EQ Profiling and Leadership Development Services  
**Date:** July 23, 2018 2:39:06 PM

---

Thank you for your prompt reply, Scott, s.22

Regards

Lynn

---

**From:** Scott Borland [<mailto:scott@cygnusconsultants.com>]

**Sent:** Monday, July 23, 2018 1:45 PM

**To:** Kriwoken, Lynn ENV:EX

**Subject:** Re: Request for Quote - EQ Profiling and Leadership Development Services

Hi Lynn - thanks for the outreach, it is appreciated.

I don't work any longer in this practice area. I specialize in strategic facilitation and narrative 360 feedback for executives.

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All the best in your search for a suitable vendor!

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Strategic Facilitation :: Executive Feedback

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**From:** [Marie Mac Donald](#)  
**To:** [Kriwoken, Lynn ENV:EX](#)  
**Subject:** Request for Quote - EQ Profiling and Leadership Development Services  
**Date:** July 25, 2018 2:11:24 PM  
**Attachments:** [Quote LK-July 2018.pdf](#)  
[MMD Fee Schedule 2018.pdf](#)  
[MMD Resume 2018.pdf](#)  
[image001.png](#)  
**Importance:** High

---

Hi Lynn,

Thanks for the opportunity to provide a quote for this work. I have attached the quote, my fee schedule and CV as requested.

If we were to go ahead with this work beginning August 6, I would suggest you send an introductory note to your management team so I could begin the EQ process.

Please call me if you any questions or require additional information.

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

s.22

[mariemacdonald.com](http://mariemacdonald.com)



---

**From:** Lynn Kriwoken

**Date:** Monday, July 23, 2018 at 8:05 AM

**To:** "Marie MacDonald (s.22" "

**Cc:** Lynn Kriwoken

**Subject:** Request for Quote - EQ Profiling and Leadership Development Services

Good morning Marie,

We are seeking quotes for a consultant to provide individual and team Emotional Quotient (EQ) Profiles and leadership development services to the Water Protection and Sustainability Branch of the Ministry of Environment and Climate Change Strategy. Services required will include (but not be limited to):

- \* Individual and team Emotional Quotient (EQ) profiling and coaching
- \* Individual and team change resilience strategies
- \* Organizational health and learning culture strategies

Services will begin August 6, 2018, with the potential for the provision of further services until December 31, 2019. Initially, the work in August will focus on 4 individual EQ profiles, analysis and coaching debriefs for members of the Branch leadership team followed by a one-day session with the leadership team. Individual and team leadership development sessions may follow throughout the year, as needed. Funds available for this contract are limited to a maximum of \$20,000.

If you are interested in providing a quote for these services, please answer the following questions and attach your CV.

s.17

I can be reached at 778.698.4044 if you wish to discuss or have any questions. Please email your response to me before 4:00 pm on Friday, July 27, 2018.

Regards,

Lynn Kriwoken, Executive Director, Water Protection & Sustainability Branch

Ministry of Environment & Climate Change Strategy

PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2

Phone 778.698.4044 | Fax 250.356.1202

Location: 4th floor, 525 Superior St | Victoria, BC

[cid:image003.png@01D26A67.68AD2880]

Page 019 of 146 to/à Page 020 of 146

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s.17; s.22

<b>Marie Mac Donald Consulting Fee Schedule</b> <b>Effective January 1, 2018</b>	
Facilitated Day Session (groups under 20) Half day Facilitated Day Session (groups 20-30) <i>Based on 7 hr. day</i> <i>Groups over 30 separate quote</i>	s.21
Coaching, Consulting and Planning	
Administration	
Travel time	
Travel expenses as required with receipts <i>*Gov't Contracts Travel expenses at Group 2 rate</i>	
Session materials supplied by MMD Consulting <i>MMDC invoice to serve as receipt</i>	
EQ In Action Profile	
Team EQ In Action Profile Report and Consultation with Learning In Action Technologies ( <i>Receipt provided</i> )	Separate quote
<b>*Contracts to be made out to:</b>  Marie Mac Donald Consulting s.22	
s.21	
GST Registration # R139030860	



Page 022 of 146 to/à Page 024 of 146

Withheld pursuant to/removed as

s.22

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** "Marie Mac Donald"  
**Subject:** RE: Request for Quote - EQ Profiling and Leadership Development Services  
**Date:** July 25, 2018 4:12:46 PM  
**Attachments:** [image002.png](#)

---

Marie, thank you very much for your interest and your quote and supporting materials. I will advise you on Monday July 30 regarding the outcome of the ITQ process.

Regards,

Lynn

---

**From:** Marie Mac Donald [mailto:[s.22](#)]  
**Sent:** Wednesday, July 25, 2018 2:11 PM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Request for Quote - EQ Profiling and Leadership Development Services  
**Importance:** High

Hi Lynn,

Thanks for the opportunity to provide a quote for this work. I have attached the quote, my fee schedule and CV as requested.

If we were to go ahead with this work beginning August 6, I would suggest you send an introductory note to your management team so I could begin the EQ process.

Please call me if you any questions or require additional information.

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

s.22

[mariemacdonald.com](http://mariemacdonald.com)



---

**From:** Lynn Kriwoken  
**Date:** Monday, July 23, 2018 at 8:05 AM  
**To:** "Marie MacDonald" s.22 |"  
**Cc:** Lynn Kriwoken  
**Subject:** Request for Quote - EQ Profiling and Leadership Development Services

Good morning Marie,

We are seeking quotes for a consultant to provide individual and team Emotional Quotient (EQ) Profiles and leadership development services to the Water Protection and Sustainability Branch of the Ministry of Environment and Climate Change Strategy. Services required will include (but not be limited to):

- \* Individual and team Emotional Quotient (EQ) profiling and coaching
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If you are interested in providing a quote for these services, please answer the following questions and attach your CV.

s.17

I can be reached at 778.698.4044 if you wish to discuss or have any questions. Please email your response to me before 4:00 pm on Friday, July 27, 2018.

Regards,

Lynn Kriwoken, Executive Director, Water Protection & Sustainability Branch

Ministry of Environment & Climate Change Strategy

PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2

Phone 778.698.4044 | Fax 250.356.1202

Location: 4th floor, 525 Superior St | Victoria, BC

[cid:image003.png@01D26A67.68AD2880]

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** "Marie Mac Donald"  
**Subject:** More information please: RE: Request for Quote - EQ Profiling and Leadership Development Services  
**Date:** July 26, 2018 1:55:41 PM  
**Attachments:** [image002.png](#)

---

Hello Marie, I just left you a voice message. Could you also please send me your cost estimate for services and expenses related specifically to the EQ profiling, coaching and full day session and follow up coaching?

If you have any questions please do not hesitate to call me.

Thank you,

Lynn

---

**From:** Marie Mac Donald [<mailto:s.22>]  
**Sent:** Wednesday, July 25, 2018 2:11 PM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Request for Quote - EQ Profiling and Leadership Development Services  
**Importance:** High

Hi Lynn,

Thanks for the opportunity to provide a quote for this work. I have attached the quote, my fee schedule and CV as requested.

If we were to go ahead with this work beginning August 6, I would suggest you send an introductory note to your management team so I could begin the EQ process.

Please call me if you any questions or require additional information.

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

s.22

[mariemacdonald.com](http://mariemacdonald.com)



---

**From:** Lynn Kriwoken  
**Date:** Monday, July 23, 2018 at 8:05 AM  
**To:** "Marie MacDonald s.22" |"  
**Cc:** Lynn Kriwoken  
**Subject:** Request for Quote - EQ Profiling and Leadership Development Services

Good morning Marie,

We are seeking quotes for a consultant to provide individual and team Emotional Quotient (EQ) Profiles and leadership development services to the Water Protection and Sustainability Branch of the Ministry of Environment and Climate Change Strategy. Services required will include (but not be limited to):

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the leadership team. Individual and team leadership development sessions may follow throughout the year, as needed. Funds available for this contract are limited to a maximum of \$20,000.

If you are interested in providing a quote for these services, please answer the following questions and attach your CV.

s.17

I can be reached at 778.698.4044 if you wish to discuss or have any questions. Please email your response to me before 4:00 pm on Friday, July 27, 2018.

Regards,

Lynn Kriwoken, Executive Director, Water Protection & Sustainability Branch

Ministry of Environment & Climate Change Strategy

PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2

Phone 778.698.4044 | Fax 250.356.1202

Location: 4th floor, 525 Superior St | Victoria, BC

[cid:image003.png@01D26A67.68AD2880]

**From:** [Marie Mac Donald](#)  
**To:** [Kriwoken, Lynn ENV:EX](#)  
**Subject:** estimate  
**Date:** July 27, 2018 9:33:13 AM  
**Attachments:** [Estimate MOE-LK 07-2018.pdf](#)  
[image001.png](#)

---

Hi Lynn,

Here is the cost estimate as discussed.

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

s.22

[mariemacdonald.com](http://mariemacdonald.com)



EQ Practitioner

s.22

July 26, 2018

Lynn Kriwoken  
Executive Director, Waste Protection and Sustainability Branch  
Ministry of Environment and Climate Change Strategy

Dear Lynn,  
Below is the cost estimate for the services and expenses as requested. If you would like to add additional coaching hours, each session is 1.25 @s.21

Please let me know if you have any questions.

Regards,  
Marie Mac Donald, MSW

### Cost Estimate of Services and Expenses

Activity	Rate hourly	Estimated Fees
Full day facilitated Strategy and Team Performance session including planning, needs assessment, design and material production.		s.21
EQ Profiling: Profile set up, analysis and coaching debrief, follow up material 3 hours per participant X 4 = 12 hours	s.21	
Follow up coaching		
Other Leadership Developments services to be determined in consultation with ED		
Administration 2 hours		
<b>Total Fees</b>		
<b>Expenses:</b> 4 EQ In Action profiles @ 250.00 each		
Session materials supplied by MMD Consulting at 10.00 per person		
Parking		

\*GST extra - to be determined

**Contract made out to:**  
Marie Mac Donald Consulting

s.21

GST Registration # R139030860

**From:** [Mary Eshenko](#)  
**To:** [Kriwoken, Lynn ENV:EX](#)  
**Subject:** RE: Request for Quote - EQ Profiling and Leadership Development Services  
**Date:** July 27, 2018 12:04:18 PM  
**Attachments:** [image001.png](#)  
[Ministry of Environment Response to Request for Quote.docx](#)  
[Mary Eshenko - Biographical Profile.doc](#)  
[EXPRESSIONS OF APPRECIATION.doc](#)

---

Good Day Lynn,

It was a pleasure speaking with you yesterday. Thank you ever so much for your prompt response, I appreciate it!

I am responding to this invitation and request for quote with the following one page attachments:

- Response to Request to Quote - answering your questions
- Bio with Photo and
- Expressions of Appreciation (testimonials)

I would be delighted to be in service to you and your leadership team.

Sincerely,

Mary

**MARY ESHENKO**, CPCC, MBTI, EQ Consultant, TLC360 Assessor

Executive Leader Coach

Change By Choice™ Coaching & Consulting

550 – 2950 Douglas Street

Victoria, B.C., V8T 4N4

Phone: 250-382-6353

[meshenko@pacificcoast.net](mailto:meshenko@pacificcoast.net)

[www.maryeshenko.com](http://www.maryeshenko.com)

**CHANGE BY CHOICE™ WORKS!**

---

**From:** Kriwoken, Lynn ENV:EX [mailto:[Lynn.Kriwoken@gov.bc.ca](mailto:Lynn.Kriwoken@gov.bc.ca)]

**Sent:** July-23-18 8:06 AM

**To:** 'meshenko@pacificcoast.net'

**Cc:** Kriwoken, Lynn ENV:EX

**Subject:** Request for Quote - EQ Profiling and Leadership Development Services

Good morning Mary,

We are seeking quotes for a consultant to provide individual and team Emotional Quotient (EQ) Profiles and leadership development services to the Water Protection and Sustainability Branch of the Ministry of Environment and Climate Change Strategy. Services required will include (but not be limited to):

- Individual and team Emotional Quotient (EQ) profiling and coaching
- Individual and team change resilience strategies
- Organizational health and learning culture strategies

Services will begin August 6, 2018, with the potential for the provision of further services until December 31, 2019. Initially, the work in August will focus on 4 individual EQ profiles, analysis and coaching debriefs for members of the Branch leadership team followed by a one-day session with the leadership team. Individual and team leadership development sessions may follow throughout the year, as needed. Funds available for this contract are limited to a maximum of \$20,000.

If you are interested in providing a quote for these services, please answer the following questions and attach your CV.

s.17



I can be reached at 778.698.4044 if you wish to discuss or have any questions. Please email your response to me before 4:00 pm on Friday, July 27, 2018.

Regards,

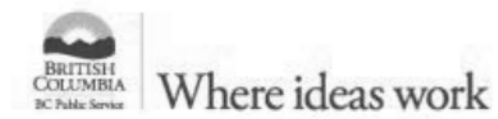
**Lynn Kriwoken, Executive Director, Water Protection & Sustainability Branch**

Ministry of Environment & Climate Change Strategy

PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2

Phone 778.698.4044 | Fax 250.356.1202

Location: 4th floor, 525 Superior St | Victoria, BC



Page 033 of 146

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s.17; s.22



## **MARY ESHENKO - Executive Coach**

Mary is a Certified Professional Co-Active Coach (CPCC) who earned her designation at the world class Coaches Training Institute (CTI). An Executive Coach who attracts high potential professionals from various industries at the manager/director, executive director and senior leadership levels.

A human resources professional Mary has a background in facilitation, program administration, employment advising and career planning. Mary is qualified to administer Myers Briggs Type Indicator (MBTI) Step II, Personal Coaching Styles Inventory (PCSI), Legacy Leadership™ Competency Inventory (LLCI), the EQ in Action Profile, she specializes in dynamics of human behavior and is a Certified Leadership Circle 360 assessor. She is familiar with Thomas-Kilmann Conflict Instrument (TKI), and has extensive experience working with a variety of other assessment instruments including, FIRO-B, CPI 260, Work Engagement Surveys (WES) and other leadership reports.

Mary has a keen interest in organization and leadership development, which is supported by 20 years of experience in public service and private sector environments, either custom designing programs, processes and systems by collaborating with clients or aligning with designed technologies already in place, that assist individuals, groups and the organization with managing change, reducing stress factors, increasing performance sustainability while resourcefully guiding them to look deeper into themselves, reducing the impact of transitions and improving personal, professional and organizational effectiveness.

Committed to managing chaos and simplifying complexity, Mary's relational leadership coach approach focuses on helping individual leaders and teams identify and understand the behaviors that contribute to their effectiveness and detract them from their optimal performance. A typical success blueprint begins with building rapport, fact finding, assessments, goal setting, developing a plan and coaching to the plan. With a focus on measurable results through inquiry, feedback and dialog, Mary diligently strives for progress and desired business outcomes.

In the community Mary has volunteered as Hospice Spiritual Care Director. Mary mentors emerging leaders, university business commerce students, MBA candidates, women entrepreneurs, facilitates Peer Mentor groups and has served at board, executive and committee levels. Mary believes that keys to success are a positive mental attitude, perseverance and willingness to change, because Change By Choice™ Works!

**MARY ESHENKO** CPCC, MBTI, EQ Consultant, TLC360 Assessor

Change By Choice™ Coaching & Consulting  
550 - 2950 Douglas Street, Victoria, B.C., V8T 4N4

Phone: 250-382-6353 Toll Free: 1-877-382-6353  
E-mail: [meshenko@pacificcoast.net](mailto:meshenko@pacificcoast.net) Website: [www.maryeshenko.com](http://www.maryeshenko.com)

Page 035 of 146

Withheld pursuant to/removed as

s.22

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** "Mary Eshenko"  
**Cc:** [Kriwoken, Lynn ENV:EX](#)  
**Subject:** RE: Request for Quote - EQ Profiling and Leadership Development Services  
**Date:** July 30, 2018 9:01:12 AM  
**Attachments:** [image001.png](#)

---

Good morning Mary,

Thank you for taking the time to submit a quote for EQ profiling and leadership development services for the Ministry of Environment and Climate Change Strategy. Following a thorough review of your material, you were ranked second. While your experience is acknowledged,<sup>s.21</sup>

Your interest is very much appreciated and I wish you continued success with your business.

Regards,

Lynn

---

**From:** Mary Eshenko [<mailto:meshenko@pacificcoast.net>]  
**Sent:** Friday, July 27, 2018 12:04 PM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** RE: Request for Quote - EQ Profiling and Leadership Development Services

Good Day Lynn,

It was a pleasure speaking with you yesterday. Thank you ever so much for your prompt response, I appreciate it!

I am responding to this invitation and request for quote with the following one page attachments:

- Response to Request to Quote - answering your questions
- Bio with Photo and
- Expressions of Appreciation (testimonials)

I would be delighted to be in service to you and your leadership team.

Sincerely,

Mary

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[www.maryeshenko.com](http://www.maryeshenko.com)

**CHANGE BY CHOICE™ WORKS!**

---

**From:** Kriwoken, Lynn ENV:EX [<mailto:Lynn.Kriwoken@gov.bc.ca>]  
**Sent:** July-23-18 8:06 AM  
**To:** 'meshenko@pacificcoast.net'  
**Cc:** Kriwoken, Lynn ENV:EX  
**Subject:** Request for Quote - EQ Profiling and Leadership Development Services

Good morning Mary,

We are seeking quotes for a consultant to provide individual and team Emotional Quotient (EQ) Profiles and leadership development services to the Water Protection and Sustainability Branch of the Ministry of Environment and Climate Change Strategy. Services required will include (but not be limited to):

- Individual and team Emotional Quotient (EQ) profiling and coaching

- Individual and team change resilience strategies
- Organizational health and learning culture strategies

Services will begin August 6, 2018, with the potential for the provision of further services until December 31, 2019. Initially, the work in August will focus on 4 individual EQ profiles, analysis and coaching debriefs for members of the Branch leadership team followed by a one-day session with the leadership team. Individual and team leadership development sessions may follow throughout the year, as needed. Funds available for this contract are limited to a maximum of \$20,000.

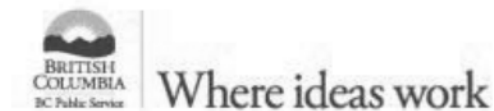
If you are interested in providing a quote for these services, please answer the following questions and attach your CV.

s.17

I can be reached at 778.698.4044 if you wish to discuss or have any questions. Please email your response to me before 4:00 pm on Friday, July 27, 2018.

Regards,

Lynn Kriwoken, Executive Director, Water Protection & Sustainability Branch  
 Ministry of Environment & Climate Change Strategy  
 PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2  
 Phone 778.698.4044 | Fax 250.356.1202  
 Location: 4th floor, 525 Superior St | Victoria, BC



**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Cc:** [Conder, Geoffrey ENV:EX](#); [Kriwoken, Lynn ENV:EX](#)  
**Subject:** RE: Request for Quote - EQ Profiling and Leadership Development Services  
**Date:** July 30, 2018 9:02:17 AM  
**Attachments:** [image002.png](#)

---

Good morning Marie,

Thank you for taking the time to submit a quote for EQ profiling and leadership development services for the Ministry of Environment and Climate Change Strategy. Following a thorough review of your material, I am pleased to inform you that you are the successful vendor in this ITQ process. On behalf of the Water Protection and Sustainability Branch Leadership team, we look forward to working with you in 2018/19.

My assistant, Geoff Conder, will send the contract to you later today for your signature. I will introduce you to the leadership team Directors this week so that you can begin the EQ process.

Regards,

Lynn

---

**From:** Marie Mac Donald [mailto:[s.22](#)]  
**Sent:** Wednesday, July 25, 2018 2:11 PM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Request for Quote - EQ Profiling and Leadership Development Services  
**Importance:** High

Hi Lynn,

Thanks for the opportunity to provide a quote for this work. I have attached the quote, my fee schedule and CV as requested.

If we were to go ahead with this work beginning August 6, I would suggest you send an introductory note to your management team so I could begin the EQ process.

Please call me if you any questions or require additional information.

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

[s.22](#)

[mariemacdonald.com](http://mariemacdonald.com)



---

**From:** Lynn Kriwoken  
**Date:** Monday, July 23, 2018 at 8:05 AM  
**To:** "Marie MacDonald" [mailto:[s.22](#)]  
**Cc:** Lynn Kriwoken  
**Subject:** Request for Quote - EQ Profiling and Leadership Development Services

Good morning Marie,

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limited to):

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Regards,

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Ministry of Environment & Climate Change Strategy

PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2

Phone 778.698.4044 | Fax 250.356.1202

Location: 4th floor, 525 Superior St | Victoria, BC

[cid:image003.png@01D26A67.68AD2880]



**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Cc:** [Conder, Geoffrey ENV:EX](#); [Kriwoken, Lynn ENV:EX](#)  
**Subject:** RE: Request for Quote - EQ Profiling and Leadership Development Services  
**Date:** July 30, 2018 9:02:17 AM  
**Attachments:** [image002.png](#)

---

Good morning Marie,

Thank you for taking the time to submit a quote for EQ profiling and leadership development services for the Ministry of Environment and Climate Change Strategy. Following a thorough review of your material, I am pleased to inform you that you are the successful vendor in this ITQ process. On behalf of the Water Protection and Sustainability Branch Leadership team, we look forward to working with you in 2018/19.

My assistant, Geoff Conder, will send the contract to you later today for your signature. I will introduce you to the leadership team Directors this week so that you can begin the EQ process.

Regards,

Lynn

---

**From:** Marie Mac Donald [[mailto:s.22](#)]  
**Sent:** Wednesday, July 25, 2018 2:11 PM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Request for Quote - EQ Profiling and Leadership Development Services  
**Importance:** High

Hi Lynn,

Thanks for the opportunity to provide a quote for this work. I have attached the quote, my fee schedule and CV as requested.

If we were to go ahead with this work beginning August 6, I would suggest you send an introductory note to your management team so I could begin the EQ process.

Please call me if you any questions or require additional information.

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

s.22

[mariemacdonald.com](http://mariemacdonald.com)



---

**From:** Lynn Kriwoken  
**Date:** Monday, July 23, 2018 at 8:05 AM  
**To:** "Marie MacDonald s.22" "  
**Cc:** Lynn Kriwoken  
**Subject:** Request for Quote - EQ Profiling and Leadership Development Services

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Regards,

Lynn Kriwoken, Executive Director, Water Protection & Sustainability Branch

Ministry of Environment & Climate Change Strategy

PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2

Phone 778.698.4044 | Fax 250.356.1202

Location: 4th floor, 525 Superior St | Victoria, BC

[cid:image003.png@01D26A67.68AD2880]

**From:** [Marie Mac Donald](#)  
**To:** [Kriwoken, Lynn ENV:EX](#)  
**Subject:** Re: Request for Quote - EQ Profiling and Leadership Development Services  
**Date:** July 30, 2018 9:26:15 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)

---

Hi Lynn,  
Thanks, I look forward to meeting the team and beginning the work.  
Regards,  
*Marie Mac Donald*  
Marie Mac Donald Consulting  
s.22

[mariemacdonald.com](http://mariemacdonald.com)



---

**From:** Lynn Kriwoken  
**Date:** Monday, July 30, 2018 at 9:02 AM  
**To:** 'Marie Mac Donald'  
**Cc:** "Conder, Geoffrey ENV:EX" , Lynn Kriwoken  
**Subject:** RE: Request for Quote - EQ Profiling and Leadership Development Services

Good morning Marie,  
Thank you for taking the time to submit a quote for EQ profiling and leadership development services for the Ministry of Environment and Climate Change Strategy. Following a thorough review of your material, I am pleased to inform you that you are the successful vendor in this ITQ process. On behalf of the Water Protection and Sustainability Branch Leadership team, we look forward to working with you in 2018/19.  
My assistant, Geoff Conder, will send the contract to you later today for your signature. I will introduce you to the leadership team Directors this week so that you can begin the EQ process.  
Regards,  
Lynn

---

**From:** Marie Mac Donald [mailto:[s.22](#)]  
**Sent:** Wednesday, July 25, 2018 2:11 PM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Request for Quote - EQ Profiling and Leadership Development Services  
**Importance:** High

Hi Lynn,  
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If we were to go ahead with this work beginning August 6, I would suggest you send an introductory note to your management team so I could begin the EQ process.  
Please call me if you any questions or require additional information.  
Regards,  
*Marie Mac Donald*

Marie Mac Donald Consulting

s.22

[mariemacdonald.com](http://mariemacdonald.com)



EQ Practitioner

---

**From:** Lynn Kriwoken

**Date:** Monday, July 23, 2018 at 8:05 AM

**To:** "Marie MacDonald s.22"

**Cc:** Lynn Kriwoken

**Subject:** Request for Quote - EQ Profiling and Leadership Development Services

Good morning Marie,

We are seeking quotes for a consultant to provide individual and team Emotional Quotient (EQ) Profiles and leadership development services to the Water Protection and Sustainability Branch of the Ministry of Environment and Climate Change Strategy. Services required will include (but not be limited to):

- \* Individual and team Emotional Quotient (EQ) profiling and coaching
- \* Individual and team change resilience strategies
- \* Organizational health and learning culture strategies

Services will begin August 6, 2018, with the potential for the provision of further services until December 31, 2019. Initially, the work in August will focus on 4 individual EQ profiles, analysis and coaching debriefs for members of the Branch leadership team followed by a one-day session with the leadership team. Individual and team leadership development sessions may follow throughout the year, as needed. Funds available for this contract are limited to a maximum of \$20,000.

If you are interested in providing a quote for these services, please answer the following questions and attach your CV.

s.17

I can be reached at 778.698.4044 if you wish to discuss or have any questions. Please email your response to me before 4:00 pm on Friday, July 27, 2018.

Regards,

Lynn Kriwoken, Executive Director, Water Protection & Sustainability Branch

Ministry of Environment & Climate Change Strategy

PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2

Phone 778.698.4044 | Fax 250.356.1202

Location: 4th floor, 525 Superior St | Victoria, BC

[cid:image003.png@01D26A67.68AD2880]

**From:** [Mary Eshenko](#)  
**To:** [Kriwoken, Lynn ENV:EX](#)  
**Subject:** RE: Request for Quote - EQ Profiling and Leadership Development Services  
**Date:** July 30, 2018 9:56:55 AM  
**Attachments:** [image001.png](#)

---

Good morning Lynn,  
You are most welcome. Thank you for the feedback and prompt response, as promised.  
I am encouraged to know that you have initiated this project and decided to use the EQ profile for your team's leadership development.  
A special thanks for leading the way, protecting and sustaining water management, a precious resource for which I am grateful.  
All the best,  
Mary

---

**From:** Kriwoken, Lynn ENV:EX [mailto:Lynn.Kriwoken@gov.bc.ca]  
**Sent:** July-30-18 9:01 AM  
**To:** 'Mary Eshenko'  
**Cc:** Kriwoken, Lynn ENV:EX  
**Subject:** RE: Request for Quote - EQ Profiling and Leadership Development Services

Good morning Mary,  
Thank you for taking the time to submit a quote for EQ profiling and leadership development services for the Ministry of Environment and Climate Change Strategy. Following a thorough review of your material, you were ranked second. While your experience is acknowledged, s.21

s.21

Your interest is very much appreciated and I wish you continued success with your business.  
Regards,  
Lynn

---

**From:** Mary Eshenko [mailto:meshenko@pacificcoast.net]  
**Sent:** Friday, July 27, 2018 12:04 PM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** RE: Request for Quote - EQ Profiling and Leadership Development Services

Good Day Lynn,  
It was a pleasure speaking with you yesterday. Thank you ever so much for your prompt response, I appreciate it!

I am responding to this invitation and request for quote with the following one page attachments:

- Response to Request to Quote - answering your questions
- Bio with Photo and
- Expressions of Appreciation (testimonials)

I would be delighted to be in service to you and your leadership team.

Sincerely,  
Mary

**MARY ESHENKO**, CPCC, MBTI, EQ Consultant, TLC360 Assessor  
Executive Leader Coach  
Change By Choice™ Coaching & Consulting  
550 – 2950 Douglas Street  
Victoria, B.C., V8T 4N4  
Phone: 250-382-6353

[meshenko@pacificcoast.net](mailto:meshenko@pacificcoast.net)

[www.maryeshenko.com](http://www.maryeshenko.com)

## CHANGE BY CHOICE™ WORKS!

---

**From:** Kriwoken, Lynn ENV:EX [mailto:Lynn.Kriwoken@gov.bc.ca]

**Sent:** July-23-18 8:06 AM

**To:** 'meshenko@pacificcoast.net'

**Cc:** Kriwoken, Lynn ENV:EX

**Subject:** Request for Quote - EQ Profiling and Leadership Development Services

Good morning Mary,

We are seeking quotes for a consultant to provide individual and team Emotional Quotient (EQ) Profiles and leadership development services to the Water Protection and Sustainability Branch of the Ministry of Environment and Climate Change Strategy. Services required will include (but not be limited to):

- Individual and team Emotional Quotient (EQ) profiling and coaching
- Individual and team change resilience strategies
- Organizational health and learning culture strategies

Services will begin August 6, 2018, with the potential for the provision of further services until December 31, 2019. Initially, the work in August will focus on 4 individual EQ profiles, analysis and coaching debriefs for members of the Branch leadership team followed by a one-day session with the leadership team. Individual and team leadership development sessions may follow throughout the year, as needed. Funds available for this contract are limited to a maximum of \$20,000.

If you are interested in providing a quote for these services, please answer the following questions and attach your CV.

s.17

I can be reached at 778.698.4044 if you wish to discuss or have any questions. Please email your response to me before 4:00 pm on Friday, July 27, 2018.

Regards,

**Lynn Kriwoken, Executive Director, Water Protection & Sustainability Branch**

Ministry of Environment & Climate Change Strategy

PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2

Phone 778.698.4044 | Fax 250.356.1202

Location: 4th floor, 525 Superior St | Victoria, BC



Where ideas work

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Subject:** RE: WES  
**Date:** July 31, 2018 1:23:38 PM  
**Attachments:** [WES 2018-ENV Water Protection Sustainability.pdf](#)  
[@WPSB 10 Best Places to Work Application Form 2018.docx](#)  
[image003.png](#)  
[image004.png](#)

---

Here you go. The branch is also a semi-finalist in the Top 10 best places to work; I've attached that application too.

Lynn

---

**From:** Marie Mac Donald [<mailto:s.22>]  
**Sent:** Tuesday, July 31, 2018 12:24 PM  
**To:** Moore, Sean ENV:EX  
**Cc:** Kriwoken, Lynn ENV:EX  
**Subject:** FW: WES

Sorry Sean I copied you on this WES note to Lynn meant to copy Geoffrey

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

s.22

[mariemacdonald.com](http://mariemacdonald.com)



---

**From:** Marie Mac Donald  
**Date:** Tuesday, July 31, 2018 at 12:21 PM  
**To:** Lynn Kriwoken  
**Cc:** Sean Moore  
**Subject:** Re: WES

Hi Lynn,

Can you send me 2018 WES scores.

thanks

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

s.22

[mariemacdonald.com](http://mariemacdonald.com)



---

**From:** Sean Moore  
**Date:** Tuesday, July 31, 2018 at 9:33 AM  
**To:** Marie Mac Donald  
**Subject:** Re: WPSLT EQ Profiling and Leadership Development



Hi Marie,

Being relatively new to the team, I do not have sufficient experience to draw upon to answer some of the questions- I did my best to impose some related initial observations to inform my responses. Attached is a copy of my completed survey.

Cheers,

Sean

[image1.jpeg]

On Jul 30, 2018, at 4:16 PM, Marie Mac Donald

s.22 >> wrote:

Hi everyone,

I am looking forward to working with all of you.

To begin the process, I would like to chat with each of the directors by phone in the next week or so to go over the EQ profiling process. Geoffrey has set up calls for us.

I am attaching a Team Performance Characteristics Survey which given the newness of the team will be used as a pre-test and repeated later in the process.

Given that people will be on vacation at different times could I ask that you complete it within a few days of receiving it. (Should take about 5-10 minutes)

Regards,

Marie Mac Donald

Marie Mac Donald Consulting

s.22

mariemacdonald.com

From: Lynn Kriwoken <[Lynn.Kriwoken@gov.bc.ca](mailto:Lynn.Kriwoken@gov.bc.ca)<<mailto:Lynn.Kriwoken@gov.bc.ca>>>

Date: Monday, July 30, 2018 at 9:47 AM

To: s.22

s.22

Cc: "Marie MacDonald (s.22)"

s.22 >, Geoffrey Conder

<[Geoffrey.Conder@gov.bc.ca](mailto:Geoffrey.Conder@gov.bc.ca)<<mailto:Geoffrey.Conder@gov.bc.ca>>>

Subject: WPSLT EQ Profiling and Leadership Development

Good mornings.22

I am pleased to introduce you to Marie MacDonald who will be providing individual and team Emotional Quotient (EQ) Profiles and leadership development services to our WPS Leadership Team in 2018/19. In addition to EQ profiling and coaching, Marie will support us in the areas of leadership performance, change resilience, organizational health and learning culture development over the course of the next year.

Marie will soon be reaching out to introduce herself to each of you and start the EQ process. We will ensure scheduling is done in a way that accommodates everyone's vacation schedules. We will follow up in October with a day-long team session; that date has yet to be confirmed as the two tentative dates didn't work for all of you. Subsequent leadership development sessions will follow based on what we discover through the EQ process and other needs that emerge over the year.

Thank you for your willingness to do this work as we strive to be a healthy, resilient and high performing team!

Lynn

Lynn Kriwoken, Executive Director, Water Protection & Sustainability Branch

Ministry of Environment & Climate Change Strategy

PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2

Phone 778.698.4044 | Fax 250.356.1202

Location: 4th floor, 525 Superior St | Victoria, BC

[cid:image003.png@01D26A67.68AD2880<mailto:image003.png@01D26A67.68AD2880>]

# GENERAL SERVICE AGREEMENT



## *For Administrative Purposes Only*

Ministry Contract No.: CS19JHQ053

Requisition No.: \_\_\_\_\_

Solicitation No.(if applicable): \_\_\_\_\_

Commodity Code: \_\_\_\_\_

### **Contractor Information**

Supplier Name: Marie MacDonald Consulting

Supplier No.: 361936

Telephone No.: s.22

E-mail Address

Website: n/a

### **Financial Information**

Client: s.17

Responsibility Centre: 295CA

Service Line: 30548

STOB: 60

Project: 2900000

**Template version: July 4, 2016**

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## **SCHEDULE A – SERVICES**

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- Part 2 - Services**
- Part 3 - Related Documentation**
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## **SCHEDULE B – FEES AND EXPENSES**

- Part 1 - Maximum Amount Payable**
- Part 2 - Fees**
- Part 3 - Expenses**
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## **SCHEDULE C – APPROVED SUBCONTRACTOR(S)**

## **SCHEDULE D – INSURANCE**

## **SCHEDULE E – PRIVACY PROTECTION SCHEDULE**

## **SCHEDULE F – ADDITIONAL TERMS**

## **SCHEDULE G – SECURITY SCHEDULE**

THIS AGREEMENT is dated for reference the 30th day of July, 2018.

BETWEEN:

Marie MacDonald Consulting (the "Contractor") with the following specified address and fax number:  
s.22

AND:

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA, as represented by the Minister of Environment (the "Province") with the following specified address and fax number:

Water Protection & Sustainability Branch  
Contact: Lynn Kriwoken  
Phone: 778.698.4044  
Email: Lynn.Kriwoken@gov.bc.ca

PO Box 9362 Stn Prov Govt  
Victoria, BC  
V8W 9M2  
Fax: (250) 356-1202

The Province wishes to retain the Contractor to provide the services specified in Schedule A and, in consideration for the remuneration set out in Schedule B, the Contractor has agreed to provide those services, on the terms and conditions set out in this Agreement.

As a result, the Province and the Contractor agree as follows:

## 1 DEFINITIONS

### General

1.1 In this Agreement, unless the context otherwise requires:

- (a) "Business Day" means a day, other than a Saturday or Sunday, on which Provincial government offices are open for normal business in British Columbia;
- (b) "Incorporated Material" means any material in existence prior to the start of the Term or developed independently of this Agreement, and that is incorporated or embedded in the Produced Material by the Contractor or a Subcontractor;
- (c) "Material" means the Produced Material and the Received Material;
- (d) "Produced Material" means records, software and other material, whether complete or not, that, as a result of this Agreement, are produced or provided by the Contractor or a Subcontractor and includes the Incorporated Material;
- (e) "Received Material" means records, software and other material, whether complete or not, that, as a result of this Agreement, are received by the Contractor or a Subcontractor from the Province or any other person;
- (f) "Services" means the services described in Part 2 of Schedule A;
- (g) "Subcontractor" means a person described in paragraph (a) or (b) of section 13.4; and
- (h) "Term" means the term of the Agreement described in Part 1 of Schedule A subject to that term ending earlier in accordance with this Agreement.

### Meaning of "record"

1.2 The definition of "record" in the *Interpretation Act* is incorporated into this Agreement and "records" will bear a corresponding meaning.

## **2 SERVICES**

### Provision of services

- 2.1 The Contractor must provide the Services in accordance with this Agreement.

### Term

- 2.2 Regardless of the date of execution or delivery of this Agreement, the Contractor must provide the Services during the Term.

### Supply of various items

- 2.3 Unless the parties otherwise agree in writing, the Contractor must supply and pay for all labour, materials, equipment, tools, facilities, approvals and licenses necessary or advisable to perform the Contractor's obligations under this Agreement, including the license under section 6.4.

### Standard of care

- 2.4 Unless otherwise specified in this Agreement, the Contractor must perform the Services to a standard of care, skill and diligence maintained by persons providing, on a commercial basis, services similar to the Services.

### Standards in relation to persons performing Services

- 2.5 The Contractor must ensure that all persons employed or retained to perform the Services are qualified and competent to perform them and are properly trained, instructed and supervised.

### Instructions by Province

- 2.6 The Province may from time to time give the Contractor reasonable instructions (in writing or otherwise) as to the performance of the Services. The Contractor must comply with those instructions but, unless otherwise specified in this Agreement, the Contractor may determine the manner in which the instructions are carried out.

### Confirmation of non-written instructions

- 2.7 If the Province provides an instruction under section 2.6 other than in writing, the Contractor may request that the instruction be confirmed by the Province in writing, which request the Province must comply with as soon as it is reasonably practicable to do so.

### Effectiveness of non-written instructions

- 2.8 Requesting written confirmation of an instruction under section 2.7 does not relieve the Contractor from complying with the instruction at the time the instruction was given.

### Applicable laws

- 2.9 In the performance of the Contractor's obligations under this Agreement, the Contractor must comply with all applicable laws.

## **3 PAYMENT**

### Fees and expenses

- 3.1 If the Contractor complies with this Agreement, then the Province must pay to the Contractor at the times and on the conditions set out in Schedule B:
- (a) the fees described in that Schedule;



- (b) the expenses, if any, described in that Schedule if they are supported, where applicable, by proper receipts and, in the Province's opinion, are necessarily incurred by the Contractor in providing the Services; and
- (c) any applicable taxes payable by the Province under law or agreement with the relevant taxation authorities on the fees and expenses described in paragraphs (a) and (b).

The Province is not obliged to pay to the Contractor more than the "Maximum Amount" specified in Schedule B on account of fees and expenses.

#### Statements of accounts

- 3.2 In order to obtain payment of any fees and expenses under this Agreement, the Contractor must submit to the Province a written statement of account in a form satisfactory to the Province upon completion of the Services or at other times described in Schedule B.

#### Withholding of amounts

- 3.3 Without limiting section 9.1, the Province may withhold from any payment due to the Contractor an amount sufficient to indemnify, in whole or in part, the Province and its employees and agents against any liens or other third-party claims that have arisen or could arise in connection with the provision of the Services. An amount withheld under this section must be promptly paid by the Province to the Contractor upon the basis for withholding the amount having been fully resolved to the satisfaction of the Province.

#### Appropriation

- 3.4 The Province's obligation to pay money to the Contractor is subject to the *Financial Administration Act*, which makes that obligation subject to an appropriation being available in the fiscal year of the Province during which payment becomes due.

#### Currency

- 3.5 Unless otherwise specified in this Agreement, all references to money are to Canadian dollars.

#### Non-resident income tax

- 3.6 If the Contractor is not a resident in Canada, the Contractor acknowledges that the Province may be required by law to withhold income tax from the fees described in Schedule B and then to remit that tax to the Receiver General of Canada on the Contractor's behalf.

#### Prohibition against committing money

- 3.7 Without limiting section 13.10(a), the Contractor must not in relation to performing the Contractor's obligations under this Agreement commit or purport to commit the Province to pay any money except as may be expressly provided for in this Agreement.

#### Refunds of taxes

- 3.8 The Contractor must:
  - (a) apply for, and use reasonable efforts to obtain, any available refund, credit, rebate or remission of federal, provincial or other tax or duty imposed on the Contractor as a result of this Agreement that the Province has paid or reimbursed to the Contractor or agreed to pay or reimburse to the Contractor under this Agreement; and
  - (b) immediately on receiving, or being credited with, any amount applied for under paragraph (a), remit that amount to the Province.

## **4 REPRESENTATIONS AND WARRANTIES**

4.1 As at the date this Agreement is executed and delivered by, or on behalf of, the parties, the Contractor represents and warrants to the Province as follows:

- (a) except to the extent the Contractor has previously disclosed otherwise in writing to the Province,
  - (i) all information, statements, documents and reports furnished or submitted by the Contractor to the Province in connection with this Agreement (including as part of any competitive process resulting in this Agreement being entered into) are in all material respects true and correct,
  - (ii) the Contractor has sufficient trained staff, facilities, materials, appropriate equipment and approved subcontractual or other agreements in place and available to enable the Contractor to fully perform the Services and to grant any licenses under this Agreement, and
  - (iii) the Contractor holds all permits, licenses, approvals and statutory authorities issued by any government or government agency that are necessary for the performance of the Contractor's obligations under this Agreement; and
- (b) if the Contractor is not an individual,
  - (i) the Contractor has the power and capacity to enter into this Agreement and to observe, perform and comply with the terms of this Agreement and all necessary corporate or other proceedings have been taken and done to authorize the execution and delivery of this Agreement by, or on behalf of, the Contractor, and
  - (ii) this Agreement has been legally and properly executed by, or on behalf of, the Contractor and is legally binding upon and enforceable against the Contractor in accordance with its terms except as enforcement may be limited by bankruptcy, insolvency or other laws affecting the rights of creditors generally and except that equitable remedies may be granted only in the discretion of a court of competent jurisdiction.

## **5 PRIVACY, SECURITY AND CONFIDENTIALITY**

### **Privacy**

5.1 The Contractor must comply with the Privacy Protection Schedule attached as Schedule E.

### **Security**

5.2 The Contractor must:

- (a) make reasonable security arrangements to protect the Material from unauthorized access, collection, use, disclosure, alteration or disposal; and
- (b) comply with the Security Schedule attached as Schedule G.

### **Confidentiality**

5.3 The Contractor must treat as confidential all information in the Material and all other information accessed or obtained by the Contractor or a Subcontractor (whether verbally, electronically or otherwise) as a result of this Agreement, and not permit its disclosure or use without the Province's prior written consent except:

- (a) as required to perform the Contractor's obligations under this Agreement or to comply with applicable laws;
- (b) if it is information that is generally known to the public other than as result of a breach of this Agreement; or
- (c) if it is information in any Incorporated Material.

## Public announcements

- 5.4 Any public announcement relating to this Agreement will be arranged by the Province and, if such consultation is reasonably practicable, after consultation with the Contractor.

## Restrictions on promotion

- 5.5 The Contractor must not, without the prior written approval of the Province, refer for promotional purposes to the Province being a customer of the Contractor or the Province having entered into this Agreement.

## 6 MATERIAL AND INTELLECTUAL PROPERTY

### Access to Material

- 6.1 If the Contractor receives a request for access to any of the Material from a person other than the Province, and this Agreement does not require or authorize the Contractor to provide that access, the Contractor must promptly advise the person to make the request to the Province.

### Ownership and delivery of Material

- 6.2 The Province exclusively owns all property rights in the Material which are not intellectual property rights. The Contractor must deliver any Material to the Province immediately upon the Province's request.

### Matters respecting intellectual property

- 6.3 The Province exclusively owns all intellectual property rights, including copyright, in:

- (a) Received Material that the Contractor receives from the Province; and
- (b) Produced Material, other than any Incorporated Material.

Upon the Province's request, the Contractor must deliver to the Province documents satisfactory to the Province that irrevocably waive in the Province's favour any moral rights which the Contractor (or employees of the Contractor) or a Subcontractor (or employees of a Subcontractor) may have in the Produced Material and that confirm the vesting in the Province of the copyright in the Produced Material, other than any Incorporated Material.

### Rights in relation to Incorporated Material

- 6.4 Upon any Incorporated Material being embedded or incorporated in the Produced Material and to the extent that it remains so embedded or incorporated, the Contractor grants to the Province:
- (a) a non-exclusive, perpetual, irrevocable, royalty-free, worldwide license to exercise, in respect of that Incorporated Material, the rights set out in the *Copyright Act* (Canada), including the right to use, reproduce, modify, publish and distribute that Incorporated Material; and
  - (b) the right to sublicense or assign to third-parties any or all of the rights granted to the Province under section 6.4(a).

## 7 RECORDS AND REPORTS

### Work reporting

- 7.1 Upon the Province's request, the Contractor must fully inform the Province of all work done by the Contractor or a Subcontractor in connection with providing the Services.

### Time and expense records

- 7.2 If Schedule B provides for the Contractor to be paid fees at a daily or hourly rate or for the Contractor to be paid or reimbursed for expenses, the Contractor must maintain time records and books of account,

invoices, receipts and vouchers of expenses in support of those payments, in form and content satisfactory to the Province. Unless otherwise specified in this Agreement, the Contractor must retain such documents for a period of not less than seven years after this Agreement ends.

## **8 AUDIT**

- 8.1 In addition to any other rights of inspection the Province may have under statute or otherwise, the Province may at any reasonable time and on reasonable notice to the Contractor, enter on the Contractor's premises to inspect and, at the Province's discretion, copy any of the Material and the Contractor must permit, and provide reasonable assistance to, the exercise by the Province of the Province's rights under this section.

## **9 INDEMNITY AND INSURANCE**

### Indemnity

- 9.1 The Contractor must indemnify and save harmless the Province and the Province's employees and agents from any loss, claim (including any claim of infringement of third-party intellectual property rights), damage award, action, cause of action, cost or expense that the Province or any of the Province's employees or agents may sustain, incur, suffer or be put to at any time, either before or after this Agreement ends, (each a "Loss") to the extent the Loss is directly or indirectly caused or contributed to by:
- (a) any act or omission by the Contractor or by any of the Contractor's agents, employees, officers, directors or Subcontractors in connection with this Agreement; or
  - (b) any representation or warranty of the Contractor being or becoming untrue or incorrect.

### Insurance

- 9.2 The Contractor must comply with the Insurance Schedule attached as Schedule D.

### Workers compensation

- 9.3 Without limiting the generality of section 2.9, the Contractor must comply with, and must ensure that any Subcontractors comply with, all applicable occupational health and safety laws in relation to the performance of the Contractor's obligations under this Agreement, including the *Workers Compensation Act* in British Columbia or similar laws in other jurisdictions.

### Personal optional protection

- 9.4 The Contractor must apply for and maintain personal optional protection insurance (consisting of income replacement and medical care coverage) during the Term at the Contractor's expense if:
- (a) the Contractor is an individual or a partnership of individuals and does not have the benefit of mandatory workers compensation coverage under the *Workers Compensation Act* or similar laws in other jurisdictions; and
  - (b) such personal optional protection insurance is available for the Contractor from WorkSafeBC or other sources.

### Evidence of coverage

- 9.5 Within 10 Business Days of being requested to do so by the Province, the Contractor must provide the Province with evidence of the Contractor's compliance with sections 9.3 and 9.4.

## **10 FORCE MAJEURE**

### Definitions relating to force majeure

10.1 In this section and sections 10.2 and 10.3:

- (a) “Event of Force Majeure” means one of the following events:
  - (i) a natural disaster, fire, flood, storm, epidemic or power failure,
  - (ii) a war (declared and undeclared), insurrection or act of terrorism or piracy,
  - (iii) a strike (including illegal work stoppage or slowdown) or lockout, or
  - (iv) a freight embargoif the event prevents a party from performing the party’s obligations in accordance with this Agreement and is beyond the reasonable control of that party; and
- (b) “Affected Party” means a party prevented from performing the party’s obligations in accordance with this Agreement by an Event of Force Majeure.

#### Consequence of Event of Force Majeure

10.2 An Affected Party is not liable to the other party for any failure or delay in the performance of the Affected Party’s obligations under this Agreement resulting from an Event of Force Majeure and any time periods for the performance of such obligations are automatically extended for the duration of the Event of Force Majeure provided that the Affected Party complies with the requirements of section 10.3.

#### Duties of Affected Party

10.3 An Affected Party must promptly notify the other party in writing upon the occurrence of the Event of Force Majeure and make all reasonable efforts to prevent, control or limit the effect of the Event of Force Majeure so as to resume compliance with the Affected Party’s obligations under this Agreement as soon as possible.

### 11 DEFAULT AND TERMINATION

#### Definitions relating to default and termination

11.1 In this section and sections 11.2 to 11.4:

- (a) “Event of Default” means any of the following:
  - (i) an Insolvency Event,
  - (ii) the Contractor fails to perform any of the Contractor’s obligations under this Agreement, or
  - (iii) any representation or warranty made by the Contractor in this Agreement is untrue or incorrect; and
- (b) “Insolvency Event” means any of the following:
  - (i) an order is made, a resolution is passed or a petition is filed, for the Contractor’s liquidation or winding up,
  - (ii) the Contractor commits an act of bankruptcy, makes an assignment for the benefit of the Contractor’s creditors or otherwise acknowledges the Contractor’s insolvency,
  - (iii) a bankruptcy petition is filed or presented against the Contractor or a proposal under the *Bankruptcy and Insolvency Act* (Canada) is made by the Contractor,
  - (iv) a compromise or arrangement is proposed in respect of the Contractor under the *Companies’ Creditors Arrangement Act* (Canada),
  - (v) a receiver or receiver-manager is appointed for any of the Contractor’s property, or
  - (vi) the Contractor ceases, in the Province’s reasonable opinion, to carry on business as a going concern.

#### Province’s options on default

11.2 On the happening of an Event of Default, or at any time thereafter, the Province may, at its option, elect

to do any one or more of the following:

- (a) by written notice to the Contractor, require that the Event of Default be remedied within a time period specified in the notice;
- (b) pursue any remedy or take any other action available to it at law or in equity; or
- (c) by written notice to the Contractor, terminate this Agreement with immediate effect or on a future date specified in the notice, subject to the expiration of any time period specified under section 11.2(a).

#### Delay not a waiver

- 11.3 No failure or delay on the part of the Province to exercise its rights in relation to an Event of Default will constitute a waiver by the Province of such rights.

#### Province's right to terminate other than for default

- 11.4 In addition to the Province's right to terminate this Agreement under section 11.2(c) on the happening of an Event of Default, the Province may terminate this Agreement for any reason by giving at least 10 days' written notice of termination to the Contractor.

#### Payment consequences of termination

- 11.5 Unless Schedule B otherwise provides, if the Province terminates this Agreement under section 11.4:
- (a) the Province must, within 30 days of such termination, pay to the Contractor any unpaid portion of the fees and expenses described in Schedule B which corresponds with the portion of the Services that was completed to the Province's satisfaction before termination of this Agreement; and
  - (b) the Contractor must, within 30 days of such termination, repay to the Province any paid portion of the fees and expenses described in Schedule B which corresponds with the portion of the Services that the Province has notified the Contractor in writing was not completed to the Province's satisfaction before termination of this Agreement.

#### Discharge of liability

- 11.6 The payment by the Province of the amount described in section 11.5(a) discharges the Province from all liability to make payments to the Contractor under this Agreement.

#### Notice in relation to Events of Default

- 11.7 If the Contractor becomes aware that an Event of Default has occurred or anticipates that an Event of Default is likely to occur, the Contractor must promptly notify the Province of the particulars of the Event of Default or anticipated Event of Default. A notice under this section as to the occurrence of an Event of Default must also specify the steps the Contractor proposes to take to address, or prevent recurrence of, the Event of Default. A notice under this section as to an anticipated Event of Default must specify the steps the Contractor proposes to take to prevent the occurrence of the anticipated Event of Default.

## **12 DISPUTE RESOLUTION**

#### Dispute resolution process

- 12.1 In the event of any dispute between the parties arising out of or in connection with this Agreement, the following dispute resolution process will apply unless the parties otherwise agree in writing:
- (a) the parties must initially attempt to resolve the dispute through collaborative negotiation;
  - (b) if the dispute is not resolved through collaborative negotiation within 15 Business Days of the dispute arising, the parties must then attempt to resolve the dispute through mediation under the rules of the Mediate BC Society; and

- (c) if the dispute is not resolved through mediation within 30 Business Days of the commencement of mediation, the dispute must be referred to and finally resolved by arbitration under the *Arbitration Act*.

#### Location of arbitration or mediation

- 12.2 Unless the parties otherwise agree in writing, an arbitration or mediation under section 12.1 will be held in Victoria, British Columbia.

#### Costs of mediation or arbitration

- 12.3 Unless the parties otherwise agree in writing or, in the case of an arbitration, the arbitrator otherwise orders, the parties must share equally the costs of a mediation or arbitration under section 12.1 other than those costs relating to the production of expert evidence or representation by counsel.

### 13 MISCELLANEOUS

#### Delivery of notices

- 13.1 Any notice contemplated by this Agreement, to be effective, must be in writing and delivered as follows:
  - (a) by fax to the addressee's fax number specified on the first page of this Agreement, in which case it will be deemed to be received on the day of transmittal unless transmitted after the normal business hours of the addressee or on a day that is not a Business Day, in which cases it will be deemed to be received on the next following Business Day;
  - (b) by hand to the addressee's address specified on the first page of this Agreement, in which case it will be deemed to be received on the day of its delivery; or
  - (c) by prepaid post to the addressee's address specified on the first page of this Agreement, in which case if mailed during any period when normal postal services prevail, it will be deemed to be received on the fifth Business Day after its mailing.

#### Change of address or fax number

- 13.2 Either party may from time to time give notice to the other party of a substitute address or fax number, which from the date such notice is given will supersede for purposes of section 13.1 any previous address or fax number specified for the party giving the notice.

#### Assignment

- 13.3 The Contractor must not assign any of the Contractor's rights or obligations under this Agreement without the Province's prior written consent. Upon providing written notice to the Contractor, the Province may assign to any person any of the Province's rights under this Agreement and may assign to any "government corporation", as defined in the *Financial Administration Act*, any of the Province's obligations under this Agreement.

## Subcontracting

- 13.4 The Contractor must not subcontract any of the Contractor's obligations under this Agreement to any person without the Province's prior written consent, excepting persons listed in the attached Schedule C. No subcontract, whether consented to or not, relieves the Contractor from any obligations under this Agreement. The Contractor must ensure that:
- (a) any person retained by the Contractor to perform obligations under this Agreement; and
  - (b) any person retained by a person described in paragraph (a) to perform those obligations fully complies with this Agreement in performing the subcontracted obligations.

## Waiver

- 13.5 A waiver of any term or breach of this Agreement is effective only if it is in writing and signed by, or on behalf of, the waiving party and is not a waiver of any other term or breach.

## Modifications

- 13.6 No modification of this Agreement is effective unless it is in writing and signed by, or on behalf of, the parties.

## Entire agreement

- 13.7 This Agreement (including any modification of it) constitutes the entire agreement between the parties as to performance of the Services.

## Survival of certain provisions

- 13.8 Sections 2.9, 3.1 to 3.4, 3.7, 3.8, 5.1 to 5.5, 6.1 to 6.4, 7.1, 7.2, 8.1, 9.1, 9.2, 9.5, 10.1 to 10.3, 11.2, 11.3, 11.5, 11.6, 12.1 to 12.3, 13.1, 13.2, 13.8, and 13.10, any accrued but unpaid payment obligations, and any other sections of this Agreement (including schedules) which, by their terms or nature, are intended to survive the completion of the Services or termination of this Agreement, will continue in force indefinitely subject to any applicable limitation period prescribed by law, even after this Agreement ends.

## Schedules

- 13.9 The schedules to this Agreement (including any appendices or other documents attached to, or incorporated by reference into, those schedules) are part of this Agreement.

## Independent contractor

- 13.10 In relation to the performance of the Contractor's obligations under this Agreement, the Contractor is an independent contractor and not:
- (a) an employee or partner of the Province; or
  - (b) an agent of the Province except as may be expressly provided for in this Agreement.

The Contractor must not act or purport to act contrary to this section.

## Personnel not to be employees of Province

- 13.11 The Contractor must not do anything that would result in personnel hired or used by the Contractor or a Subcontractor in relation to providing the Services being considered employees of the Province.



#### Key Personnel

- 13.12 If one or more individuals are specified as “Key Personnel” of the Contractor in Part 4 of Schedule A, the Contractor must cause those individuals to perform the Services on the Contractor’s behalf, unless the Province otherwise approves in writing, which approval must not be unreasonably withheld.

#### Pertinent information

- 13.13 The Province must make available to the Contractor all information in the Province’s possession which the Province considers pertinent to the performance of the Services.

#### Conflict of interest

- 13.14 The Contractor must not provide any services to any person in circumstances which, in the Province’s reasonable opinion, could give rise to a conflict of interest between the Contractor’s duties to that person and the Contractor’s duties to the Province under this Agreement.

#### Time

- 13.15 Time is of the essence in this Agreement and, without limitation, will remain of the essence after any modification or extension of this Agreement, whether or not expressly restated in the document effecting the modification or extension.

#### Conflicts among provisions

- 13.16 Conflicts among provisions of this Agreement will be resolved as follows:
- (a) a provision in the body of this Agreement will prevail over any conflicting provision in, attached to or incorporated by reference into a schedule, unless that conflicting provision expressly states otherwise; and
  - (b) a provision in a schedule will prevail over any conflicting provision in a document attached to or incorporated by reference into a schedule, unless the schedule expressly states otherwise.

#### Agreement not permit nor fetter

- 13.17 This Agreement does not operate as a permit, license, approval or other statutory authority which the Contractor may be required to obtain from the Province or any of its agencies in order to provide the Services. Nothing in this Agreement is to be construed as interfering with, or fettering in any manner, the exercise by the Province or its agencies of any statutory, prerogative, executive or legislative power or duty.

#### Remainder not affected by invalidity

- 13.18 If any provision of this Agreement or the application of it to any person or circumstance is invalid or unenforceable to any extent, the remainder of this Agreement and the application of such provision to any other person or circumstance will not be affected or impaired and will be valid and enforceable to the extent permitted by law.

#### Further assurances

- 13.19 Each party must perform the acts, execute and deliver the writings, and give the assurances as may be reasonably necessary to give full effect to this Agreement.

#### Additional terms

- 13.20 Any additional terms set out in the attached Schedule F apply to this Agreement.

## Governing law

- 13.21 This Agreement is governed by, and is to be interpreted and construed in accordance with, the laws applicable in British Columbia.

## 14 INTERPRETATION

### 14.1 In this Agreement:

- (a) "includes" and "including" are not intended to be limiting;
- (b) unless the context otherwise requires, references to sections by number are to sections of this Agreement;
- (c) the Contractor and the Province are referred to as "the parties" and each of them as a "party";
- (d) "attached" means attached to this Agreement when used in relation to a schedule;
- (e) unless otherwise specified, a reference to a statute by name means the statute of British Columbia by that name, as amended or replaced from time to time;
- (f) the headings have been inserted for convenience of reference only and are not intended to describe, enlarge or restrict the scope or meaning of this Agreement or any provision of it;
- (g) "person" includes an individual, partnership, corporation or legal entity of any nature; and
- (h) unless the context otherwise requires, words expressed in the singular include the plural and *vice versa*.

## 15 EXECUTION AND DELIVERY OF AGREEMENT

- 15.1 This Agreement may be entered into by a separate copy of this Agreement being executed by, or on behalf of, each party and that executed copy being delivered to the other party by a method provided for in section 13.1 or any other method agreed to by the parties.

The parties have executed this Agreement as follows:

SIGNED on the <u>30</u> day of <u>July</u> , 20 <u>18</u> by the Contractor (or, if not an individual, on its behalf by its authorized signatory or signatories):	SIGNED on the <u>30</u> day of <u>July</u> , 20 <u>18</u> on behalf of the Province by its duly authorized representative:
<u>Marie MacDonald</u>	<u>Lynn Kriwoken</u>
Signature(s)	Signature
<u>Marie MacDonald</u>	<u>LYNN KRIWOKEN</u>
Print Name(s)	Print Name
<u>President - Marie MacDonald</u>	<u>EXFOIA WATER PROTECTION</u>
Print Title(s)	Print Title
<u>Consulting</u>	<u>+ SUSTAINMENT Branch</u>

## **Schedule A – Services**

### **PART 1. TERM:**

1. The term of this Agreement commences on August 6, 2018 and ends on December 31, 2019.
2. This Agreement may be renewed for a further Term of twelve months by written agreement of the parties, subject to satisfactory performance by the Contractor and the availability of funding by the Province. Should the option to renew be exercised it is expected that the Contractor's bid rate or bid price in the preceding term will remain unchanged in the subsequent term, unless, in the ministry's sole opinion, a negotiated rate change is warranted.

### **PART 2. SERVICES:**

The Contractor will provide:

- Individual and team Emotional Quotient (EQ) Profiles and leadership development services to the Water Protection and Sustainability Branch of the Ministry of Environment and Climate Change Strategy.

Services required will include (but not be limited to):

- Individual and team Emotional Quotient (EQ) profiling and coaching
- Individual and team change resilience strategies
- Organizational health and learning culture strategies

### **PART 3. RELATED DOCUMENTATION:**

Not applicable.

### **PART 4. KEY PERSONNEL:**

1. The Key Personnel of the Contractor is Marie MacDonald.

## Schedule B – Fees and Expenses

### **1. MAXIMUM AMOUNT PAYABLE:**

**Maximum Amount:** Despite sections 2 and 3 of this Schedule, \$20,000 is the maximum amount which the Province is obliged to pay to the Contractor for fees and expenses under this Agreement (exclusive of any applicable taxes described in section 3.1(c) of this Agreement).

### **2. FEES:**

#### **Hourly Rate**

**Fees:** at a rate of <sup>s.21</sup> per hour for those hours during the Term when the Contractor provides Coaching, Consulting and Planning Services. Other Services are at the rates as per the attached Marie MacDonald Consulting Fee Schedule.

**Payments will be made payable to:** Marie MacDonald Consulting  
s.22

### **3. EXPENSES:**

Not applicable.

### **4. STATEMENTS OF ACCOUNT:**

**Statements of Account:** In order to obtain payment of any fees and expenses under this Agreement for during a period from, and including, the 1st day of a month to, and including, the last day of that month (each a "Billing Period"), the Contractor must deliver to the Province on a date after the Billing Period (each a "Billing Date"), a written statement of account in a form satisfactory to the Province containing:

- (a) the Contractor's legal name and address;
- (b) the date of the statement, and the Billing Period to which the statement pertains;
- (c) the Contractor's calculation of all fees claimed for that Billing Period, including a declaration by the Contractor of all hours worked during the Billing Period for which the Contractor claims fees and a description of the applicable fee rates;
- (d) a chronological listing, in reasonable detail, of any expenses claimed by the Contractor for the Billing Period with receipts attached, if applicable, and, if the Contractor is claiming reimbursement of any GST or other applicable taxes paid or payable by the Contractor in relation to those expenses, a description of any credits, rebates, refunds or remissions the Contractor is entitled to from the relevant taxation authorities in relation to those taxes;
- (e) the Contractor's calculation of any applicable taxes payable by the Province in relation to the Services for the Billing Period;
- (f) a description of this Agreement;
- (g) a statement number for identification; and
- (h) any other billing information reasonably requested by the Province.

### **5. PAYMENTS DUE:**

**Payments Due:** Within 30 days of the Province's receipt of the Contractor's written statement of account delivered in accordance with this Schedule, the Province must pay the Contractor the fees and expenses (plus all

applicable taxes) claimed in the statement if they are in accordance with this Schedule. Statements of account or contract invoices offering an early payment discount may be paid by the Province as required to obtain the discount.

#### **Schedule C – Approved Subcontractor(s)**

Not applicable.

#### **Schedule D – Insurance**

1. The Contractor must, without limiting the Contractor's obligations or liabilities and at the Contractor's own expense, purchase and maintain throughout the Term the following insurances with insurers licensed in Canada in forms and amounts acceptable to the Province:
  - (a) Commercial General Liability in an amount not less than \$2,000,000.00 inclusive per occurrence against bodily injury, personal injury and property damage and including liability assumed under this Agreement and this insurance must
    - (i) include the Province as an additional insured,
    - (ii) be endorsed to provide the Province with 30 days advance written notice of cancellation or material change, and
    - (iii) include a cross liability clause.
2. All insurance described in section 1 of this Schedule must:
  - (a) be primary; and
  - (b) not require the sharing of any loss by any insurer of the Province.
3. The Contractor must provide the Province with evidence of all required insurance as follows:
  - (a) within 10 Business Days of commencement of the Services, the Contractor must provide to the Province evidence of all required insurance in the form of a completed Province of British Columbia Certificate of Insurance;
  - (b) if any required insurance policy expires before the end of the Term, the Contractor must provide to the Province within 10 Business Days of the policy's expiration, evidence of a new or renewal policy meeting the requirements of the expired insurance in the form of a completed Province of British Columbia Certificate of Insurance; and
  - (c) despite paragraph (a) or (b) above, if requested by the Province at any time, the Contractor must provide to the Province certified copies of the required insurance policies.
4. The Contractor must obtain, maintain and pay for any additional insurance which the Contractor is required by law to carry, or which the Contractor considers necessary to cover risks not otherwise covered by insurance specified in this Schedule in the Contractor's sole discretion.

**Schedule E – Privacy Protection Schedule**

Not applicable.

**Schedule F – Additional Terms**

Not applicable.

**Schedule G – Security Schedule**

Not applicable.

## 2018 WORK ENVIRONMENT SURVEY RESULTS



**Environment and Climate Change Strategy  
Deputy Minister's Office & Env Sustainability &  
Strategic Policy  
Water Protection & Sustainability**

The 2018 Work Environment Survey (WES) and reports have been commissioned by the BC Public Service Agency on behalf of the BC Public Service.

**BC STATS WES TEAM**

Kyle Armour, James Prouten, Leslie Rewega, Trish Wetterberg, Stephanie Yurchak

**CONTACT**

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# Results at a Glance

From January 30 to February 23, 2018, 28 employees in your work unit (90% of the total) participated in the Work Environment Survey (WES), providing feedback about their workplace experiences. A summary of the overall results (through the lens of the Employee Engagement Model) follows in Table 1, comparing your work unit's results to those of your organization and the BC Public Service.

TABLE 1: ENGAGEMENT MODEL DRIVER RESULTS (AVERAGE SCORE OUT OF 100 POINTS)

	SCORE OUT OF 100 POINTS			YOUR WORK UNIT COMPARED TO	
	WORK UNIT	ORG	BCPS	ORG	BCPS
ENGAGEMENT	80	72	68	8	12
ENGAGEMENT CHARACTERISTICS					
BC Public Service Commitment	82	73	70	9	12
Job Satisfaction	82	72	69	10	13
Organization Satisfaction	75	69	65	6	10
DRIVERS					
Empowerment	73	71	69	2	4
Stress & Workload	67	58	61	9	6
Job Suitability	89	80	78	9	11
Vision, Mission & Goals	64	65	65	-1	-1
Teamwork	86	78	79	8	7
Tools & Workspace	67	62	59	5	8
Recognition	78	66	63	12	15
Professional Development	71	66	65	5	6
Pay & Benefits	55	44	46	11	9
Staffing Practices	80	70	65	10	15
Respectful Environment	88	79	76	9	12
MANAGEMENT PRACTICES					
Executive-Level Management	63	61	59	2	4
Supervisory-Level Management	77	75	74	2	3

# About the WES Program

The BC Public Service has been committed to understanding and improving employee engagement for over a decade through the BC Public Service Work Environment Survey (WES) program. A key element of the WES program is the **Employee Engagement Model**, which identifies the specific workplace functions and management practices that most impact employee engagement. These functions and practices are called engagement drivers.

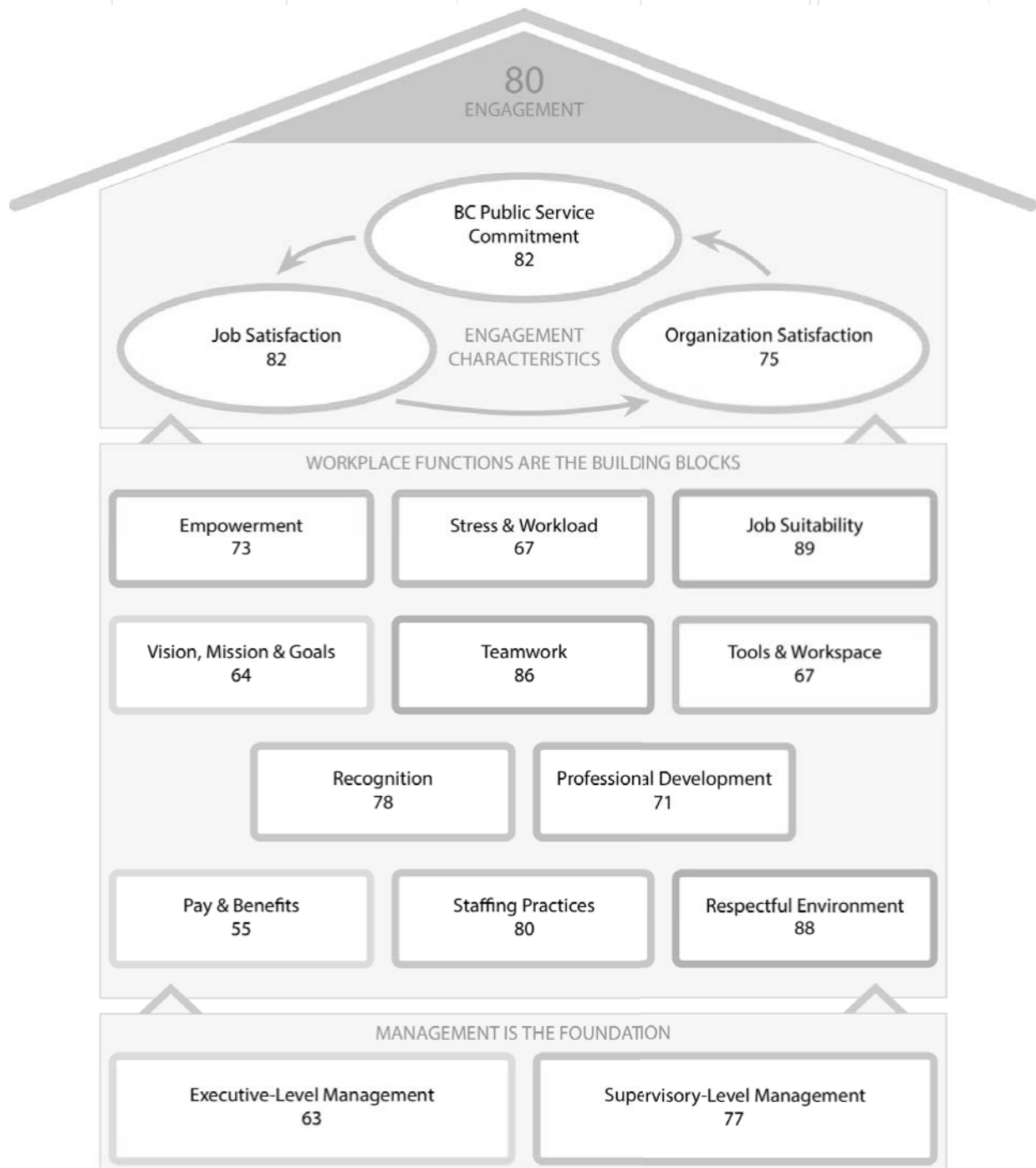
Each driver has associated survey topics that measure particular aspects of the employee experience. These drivers can affect each other to increase or decrease overall engagement. The pattern of connections between the thirteen drivers and the three engagement characteristics shape the overall structure of the model. In this report, the model is graphically represented as a house, which serves as a visual metaphor to illustrate the relationships of drivers within and between the different parts of the model:

- **The Foundation:** The model rests on drivers that represent the management practices that matter most to engagement.
- **The Building Blocks:** These identify the core workplace functions driving engagement.
- **The Roof:** The key engagement characteristics of employee satisfaction and commitment are located in the roof of the house.

For further details about the 2018 model and methodology, please refer to Appendix E: Model Information.

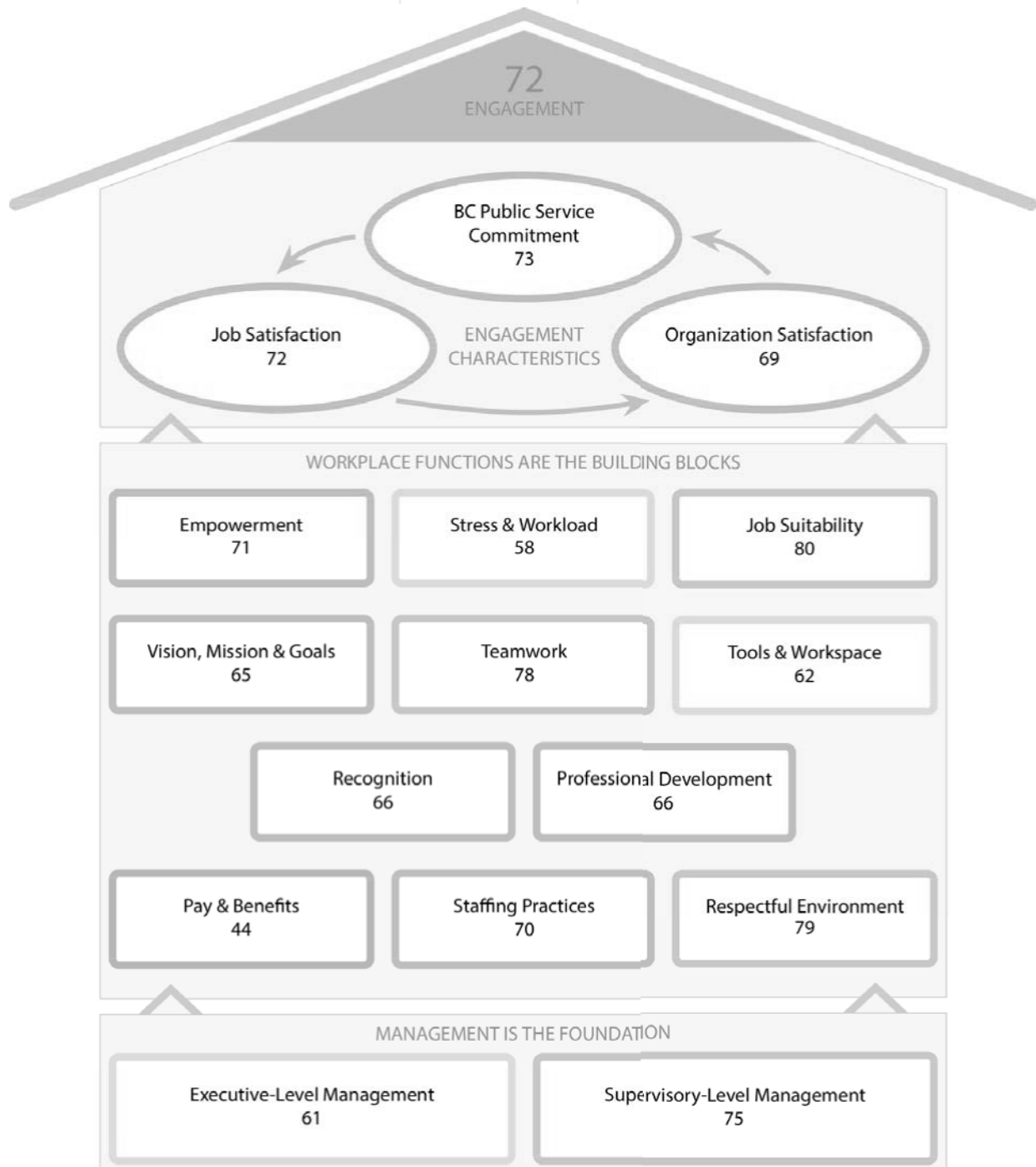
The WES program provides valuable insights to support initiatives within the *Where Ideas Work* Corporate Human Resources Plan and helps us all to understand our experiences, celebrate our successes, and identify where we should focus to move forward.

# Your Work Unit's 2018 Results



- ☐ Understand your challenges (54 points or lower)
- ☐ Focus on improvements (55 to 64 points)
- ☐ Leverage your strengths (65 to 74 points)
- ☐ Celebrate your successes (75 to 84 points)
- ☐ Model your achievements (85 points or higher)

# Your Organization's 2018 Results



- ☐ Understand your challenges (54 points or lower)
- ☐ Focus on improvements (55 to 64 points)
- ☐ Leverage your strengths (65 to 74 points)
- ☐ Celebrate your successes (75 to 84 points)
- ☐ Model your achievements (85 points or higher)

# Percentiles: How Your Work Unit Compares

One of the most powerful ways to understand how your work unit is performing is by using percentiles to assess your results relative to all other work units across the BC Public Service.

You already know the average driver scores for your work unit on the 100-point scale, which give a measure of *absolute* performance based on how employees in your work unit have answered the survey questions. While this indicates how strong the score is, percentiles—measures of *relative* performance—show how you compare to other work units. Percentiles show the range of scores across work units in the BC Public Service, and different drivers have different ranges.

In Figure 1, a percentile rank is assigned to every driver score from the model. Your work unit's percentile rank shows the percentage of other work units that have a driver score that is equal to or lower than your unit's score. For example, your work unit's Engagement score sits on the 92<sup>nd</sup> percentile, which means that 92% of the other work units across the BC Public Service have an Engagement score that is equal to or lower than your work unit. Conversely, 8% of work units have an Engagement score that is higher than yours.

Used in combination with model scores, the percentile ranks can help further prioritize which areas of your work environment to address. An example helps illustrate how to use both measures together:

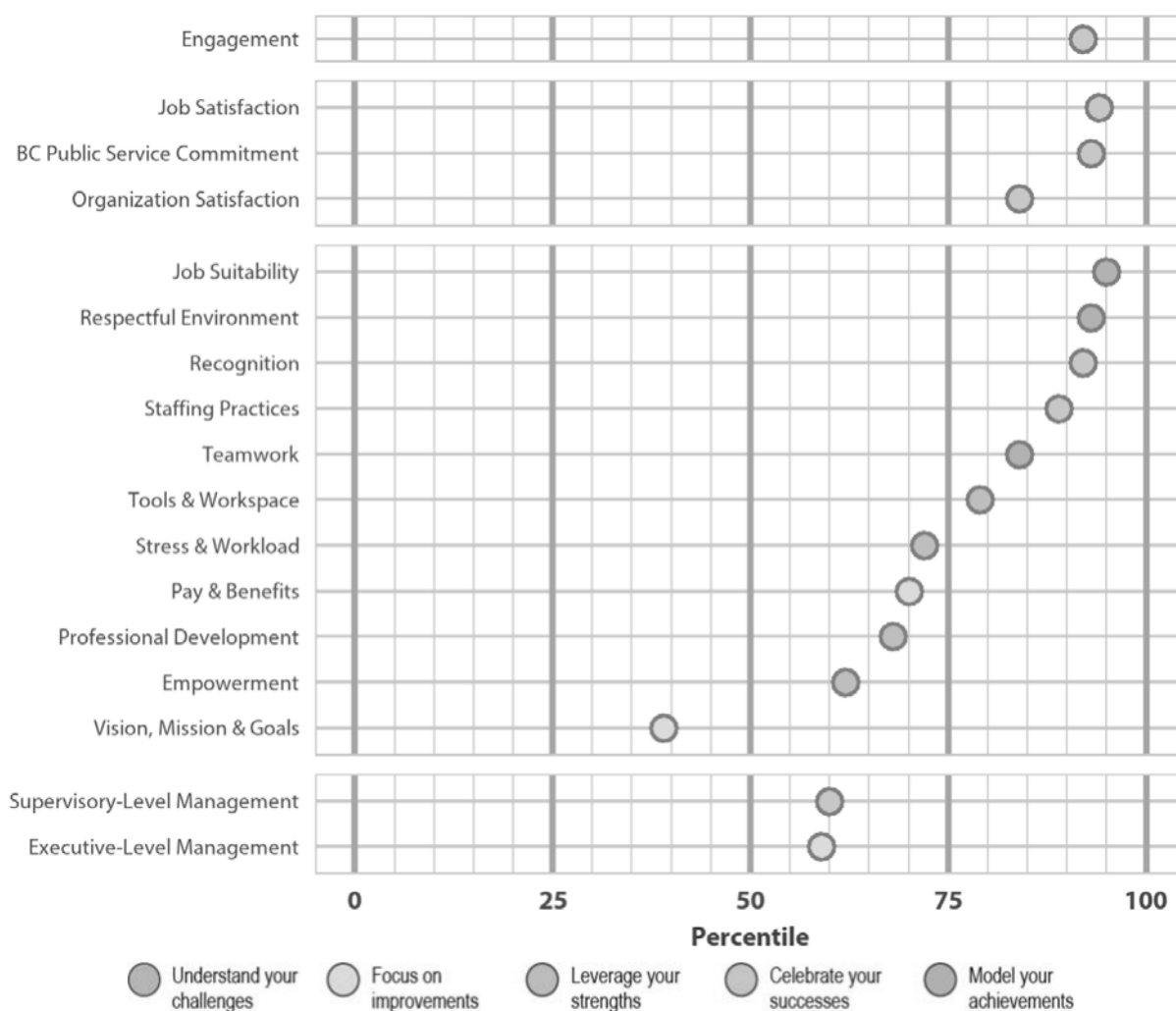
- Work Unit A's average score for the Teamwork driver is green, meaning it falls into the "leveraging your strengths" category and is a positive result. The percentile rank for this score, however, is only 40, meaning that 60% of the other work units across the BC Public Service are outperforming Work Unit A on this driver.
- Meanwhile, Work Unit A's average score for the Recognition driver is yellow and therefore an area to "focus on improvements." However, its rank at the 70<sup>th</sup> percentile shows that Work Unit A is actually performing better than the majority of other work units on this driver.
- Looking at the model scores and percentile ranks for both of these drivers, Work Unit A may decide that Teamwork is a higher priority for them to address, to bring their scores in alignment with other work units in the BC Public Service. Using the model scores alone may have led to a different course of action that may not be as effective.

Figure 1 brings both the model scores and the percentile ranks together in the following way:

- The **colour** of the circles identifies which score category each driver's average score falls within according to the house model legend on page 3 (e.g., an average score of 60 would fall into the yellow "Focus on improvements" category).
- The **location** of the circles on the chart indicates the percentile rank for that score.

Figure 1 shows the percentile rank chart for **your work unit**, plotting the percentile ranks for your overall engagement and driver scores. Within each section, the percentile ranks are sorted from highest to lowest. To view these percentile ranks in numeric format, please refer to Appendix A.

**FIGURE 1 - HOW YOUR WORK UNIT SCORES COMPARE TO OTHERS IN 2018 - PERCENTILE RANKS**



# Appendix A: Percentile Rank Table

The following table presents the percentile ranks outlined in Figure 1 in numeric format, along with the score category each driver's average score falls within according to the house model legend on page 3.

TABLE 2 - HOW YOUR WORK UNIT SCORES COMPARE TO OTHERS IN 2018 - PERCENTILE RANKS

	PERCENTILE RANK	SCORE CATEGORY
<b>ENGAGEMENT</b>	92	Celebrate your successes
<b>ENGAGEMENT CHARACTERISTICS</b>		
BC Public Service Commitment	93	Celebrate your successes
Job Satisfaction	94	Celebrate your successes
Organization Satisfaction	84	Celebrate your successes
<b>DRIVERS</b>		
Empowerment	62	Leverage your strengths
Stress & Workload	72	Leverage your strengths
Job Suitability	95	Model your achievements
Vision, Mission & Goals	39	Focus on improvements
Teamwork	84	Model your achievements
Tools & Workspace	79	Leverage your strengths
Recognition	92	Celebrate your successes
Professional Development	68	Leverage your strengths
Pay & Benefits	70	Focus on improvements
Staffing Practices	89	Celebrate your successes
Respectful Environment	93	Model your achievements
<b>MANAGEMENT PRACTICES</b>		
Executive-Level Management	59	Focus on improvements
Supervisory-Level Management	60	Celebrate your successes



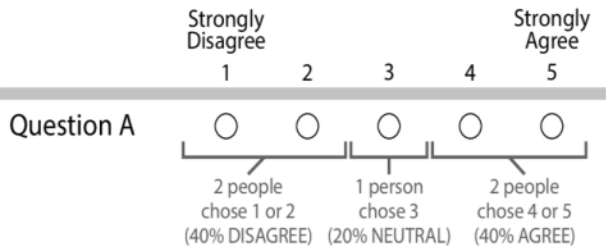
# Appendix B: Full Survey Results

Beginning on the next page, the results are presented in two different but complementary ways. Results are shown as percentages to highlight the distribution of responses per question. The results are also shown as average scores, providing a single measure for each question allowing for easier comparability, where applicable. In the table that follows:

- Percentages and scores are included in the same table for convenience.
- Some percentages may not sum to 100% due to rounding.
- The DIFFERENCE column contains the difference between the average score in your work unit compared to your organization and the BC Public Service, where applicable.

## Percentages

Percentages show the proportion of employees who disagreed, agreed or gave a neutral response to the survey question. To calculate percentages, the number of times an answer was selected by respondents is totaled and collapsed into three categories (ranging from disagree to agree).



## Average Scores

Average scores range from 0 to 100 points and represent the full range of responses to each question. To calculate average scores, the five-point survey scale is converted into a 100-point scale and averaged based on the number of respondents. Average scores for individual question topics may not equal the overall score for that driver when the topics are averaged together. This is due to the method with which the overall scores are calculated for the drivers.

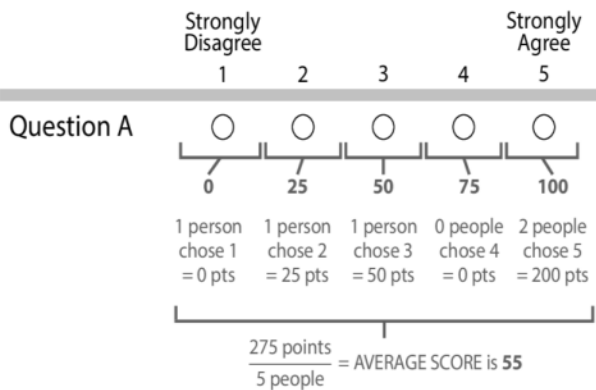


TABLE 3: DISTRIBUTIONS OF RESPONSES AND AVERAGE SCORES FOR ALL QUESTIONS

LINKAGE TO MODEL	SURVEY QUESTIONS	GROUP	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
<b>MY DAY-TO-DAY WORK</b>							
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	<b>Work Unit</b>	<b>4%</b>	<b>0%</b>	<b>96%</b>	<b>91</b>	
		Organization	9%	13%	78%	78	13
		BCPS	14%	15%	71%	73	18
Respectful Environment	My work unit values diversity in people and backgrounds.	<b>Work Unit</b>	<b>4%</b>	<b>12%</b>	<b>85%</b>	<b>84</b>	
		Organization	5%	15%	80%	79	5
		BCPS	6%	12%	81%	80	4
Respectful Environment	My work unit values diversity in ideas.	<b>Work Unit</b>	<b>4%</b>	<b>14%</b>	<b>82%</b>	<b>83</b>	
		Organization	8%	17%	75%	75	8
		BCPS	12%	17%	71%	73	10
Respectful Environment	My work unit is free from discrimination and harassment.	<b>Work Unit</b>	<b>4%</b>	<b>0%</b>	<b>96%</b>	<b>91</b>	
		Organization	8%	8%	83%	82	9
		BCPS	11%	11%	78%	78	13
	Employees in my work unit are clear on the ethical values expected in performing their work.	<b>Work Unit</b>	<b>4%</b>	<b>8%</b>	<b>88%</b>	<b>85</b>	
		Organization	4%	8%	87%	82	3
		BCPS	7%	12%	81%	80	5
	If I am faced with an ethical question or concern, I know where I can go for help in resolving the situation.	<b>Work Unit</b>	<b>0%</b>	<b>11%</b>	<b>89%</b>	<b>88</b>	
		Organization	10%	9%	80%	78	10
		BCPS	8%	10%	82%	81	7
Empowerment	I have opportunities to provide input into decisions that affect my work.	<b>Work Unit</b>	<b>7%</b>	<b>7%</b>	<b>86%</b>	<b>75</b>	
		Organization	11%	15%	74%	74	1
		BCPS	14%	16%	69%	71	4

## WATER PROTECTION & SUSTAINABILITY

LINKAGE TO MODEL	SURVEY QUESTIONS	GROUP	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY DAY-TO-DAY WORK (CONTINUED)							
Empowerment	I have the freedom to make the decisions necessary to do my job well.	<b>Work Unit</b>	<b>7%</b>	<b>11%</b>	<b>82%</b>	<b>72</b>	
		Organization	11%	16%	73%	73	-1
		BCPS	13%	18%	69%	71	1
	Innovation is valued in my work.	<b>Work Unit</b>	<b>7%</b>	<b>11%</b>	<b>81%</b>	<b>77</b>	
		Organization	12%	15%	73%	72	5
		BCPS	16%	19%	64%	68	9
Empowerment	I have the opportunities I need to implement new ideas.	<b>Work Unit</b>	<b>7%</b>	<b>25%</b>	<b>68%</b>	<b>71</b>	
		Organization	14%	23%	63%	66	5
		BCPS	19%	23%	58%	64	7
	I am inspired to give my very best.	<b>Work Unit</b>	<b>7%</b>	<b>11%</b>	<b>82%</b>	<b>78</b>	
		Organization	12%	20%	68%	70	8
		BCPS	16%	19%	65%	69	9
	I feel energized by my work. (New)	<b>Work Unit</b>	<b>7%</b>	<b>21%</b>	<b>71%</b>	<b>71</b>	
		Organization	16%	26%	58%	64	7
		BCPS	22%	24%	54%	62	9
	My work unit is well supported during times of change.	<b>Work Unit</b>	<b>8%</b>	<b>25%</b>	<b>67%</b>	<b>71</b>	
		Organization	26%	29%	45%	56	15
		BCPS	28%	25%	48%	57	14
	Employees are held accountable in my work unit.	<b>Work Unit</b>	<b>4%</b>	<b>8%</b>	<b>88%</b>	<b>79</b>	
		Organization	15%	23%	62%	67	12
		BCPS	19%	21%	59%	64	15
	I feel my job is secure.	<b>Work Unit</b>	<b>4%</b>	<b>15%</b>	<b>81%</b>	<b>79</b>	
		Organization	9%	14%	77%	75	4
		BCPS	9%	14%	76%	75	4

## WATER PROTECTION & SUSTAINABILITY

LINKAGE TO MODEL	SURVEY QUESTIONS	GROUP	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY DAY-TO-DAY WORK (CONTINUED)							
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	<b>Work Unit</b>	<b>7%</b>	<b>7%</b>	<b>85%</b>	<b>80</b>	
		Organization	15%	16%	69%	70	10
		BCPS	22%	18%	60%	64	16
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	<b>Work Unit</b>	<b>7%</b>	<b>7%</b>	<b>85%</b>	<b>81</b>	
		Organization	14%	15%	71%	70	11
		BCPS	21%	18%	61%	65	16
Recognition	I receive meaningful recognition for work well done.	<b>Work Unit</b>	<b>11%</b>	<b>15%</b>	<b>74%</b>	<b>75</b>	
		Organization	17%	23%	60%	65	10
		BCPS	21%	21%	58%	63	12
Recognition	In my work unit, recognition is based on performance.	<b>Work Unit</b>	<b>8%</b>	<b>8%</b>	<b>84%</b>	<b>78</b>	
		Organization	16%	22%	62%	66	12
		BCPS	21%	22%	57%	62	16
Pay & Benefits	I am fairly paid for the work I do.	<b>Work Unit</b>	<b>18%</b>	<b>32%</b>	<b>50%</b>	<b>60</b>	
		Organization	40%	24%	36%	47	13
		BCPS	42%	22%	36%	46	14
Pay & Benefits	My benefits meet my (and my family's) needs well.	<b>Work Unit</b>	<b>24%</b>	<b>24%</b>	<b>52%</b>	<b>60</b>	
		Organization	30%	28%	41%	53	7
		BCPS	32%	24%	44%	53	7
Pay & Benefits	My pay is competitive with similar jobs in the region.	<b>Work Unit</b>	<b>31%</b>	<b>35%</b>	<b>35%</b>	<b>51</b>	
		Organization	54%	21%	24%	37	14
		BCPS	49%	22%	30%	41	10
Job Suitability	My work is meaningful.	<b>Work Unit</b>	<b>4%</b>	<b>4%</b>	<b>93%</b>	<b>88</b>	
		Organization	6%	12%	82%	80	8
		BCPS	8%	14%	78%	78	10

## WATER PROTECTION & SUSTAINABILITY

LINKAGE TO MODEL	SURVEY QUESTIONS	GROUP	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY DAY-TO-DAY WORK (CONTINUED)							
Job Suitability	My job is a good fit with my skills and interests.	<b>Work Unit</b>	<b>0%</b>	<b>4%</b>	<b>96%</b>	<b>89</b>	
		Organization	6%	12%	82%	81	8
		BCPS	8%	14%	79%	78	11
	I enjoy the type of work I do. <i>(New)</i>	<b>Work Unit</b>	<b>0%</b>	<b>7%</b>	<b>93%</b>	<b>88</b>	
		Organization	6%	14%	81%	79	9
		BCPS	7%	15%	78%	77	11
	My workplace processes and procedures enable me to work as effectively as possible.	<b>Work Unit</b>	<b>21%</b>	<b>29%</b>	<b>50%</b>	<b>61</b>	
		Organization	28%	33%	40%	54	7
		BCPS	25%	27%	48%	58	3
	I regularly go above and beyond the requirements of my role to help my work unit or organization succeed.	<b>Work Unit</b>	<b>0%</b>	<b>15%</b>	<b>85%</b>	<b>83</b>	
		Organization	1%	11%	88%	83	0
		BCPS	3%	10%	87%	84	-1
	Work is distributed fairly in my work unit.	<b>Work Unit</b>	<b>12%</b>	<b>8%</b>	<b>81%</b>	<b>72</b>	
		Organization	19%	22%	59%	63	9
		BCPS	21%	21%	57%	62	10
Stress & Workload	My workload is manageable.	<b>Work Unit</b>	<b>14%</b>	<b>21%</b>	<b>64%</b>	<b>64</b>	
		Organization	24%	27%	49%	57	7
		BCPS	21%	24%	55%	61	3
Stress & Workload	My work-related stress is manageable.	<b>Work Unit</b>	<b>7%</b>	<b>21%</b>	<b>71%</b>	<b>69</b>	
		Organization	20%	28%	52%	59	10
		BCPS	21%	25%	54%	61	8
	My work tends to leave me feeling mentally drained or exhausted. <i>(New)</i>	<b>Work Unit</b>	<b>57%</b>	<b>14%</b>	<b>29%</b>	<b>43</b>	
		Organization	37%	28%	36%	51	-8
		BCPS	33%	27%	40%	54	-11

## WATER PROTECTION & SUSTAINABILITY

LINKAGE TO MODEL	SURVEY QUESTIONS	GROUP	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY DAY-TO-DAY WORK (CONTINUED)							
	My job provides me with the right amount of challenge.	<b>Work Unit</b>	<b>7%</b>	<b>21%</b>	<b>71%</b>	<b>71</b>	
		Organization	12%	24%	63%	66	5
		BCPS	14%	25%	61%	65	6
	I have support at work to provide a high level of service.	<b>Work Unit</b>	<b>11%</b>	<b>18%</b>	<b>71%</b>	<b>69</b>	
		Organization	17%	23%	60%	64	5
		BCPS	18%	21%	61%	65	4
	I have support at work to balance my work and personal life.	<b>Work Unit</b>	<b>4%</b>	<b>11%</b>	<b>86%</b>	<b>79</b>	
		Organization	10%	19%	71%	72	7
		BCPS	16%	20%	65%	68	11
	I am proud to tell others about the type of work I do. (New)	<b>Work Unit</b>	<b>4%</b>	<b>0%</b>	<b>96%</b>	<b>88</b>	
		Organization	6%	11%	82%	80	8
		BCPS	9%	17%	74%	75	13
	I find my work inspiring. (New)	<b>Work Unit</b>	<b>7%</b>	<b>14%</b>	<b>79%</b>	<b>79</b>	
		Organization	10%	23%	67%	72	7
		BCPS	15%	25%	60%	67	12
	It is important to me that the BC Public Service has giving and volunteer programs. (New)	<b>Work Unit</b>	<b>12%</b>	<b>23%</b>	<b>65%</b>	<b>70</b>	
		Organization	16%	25%	58%	66	4
		BCPS	18%	29%	53%	63	7
	In general, I am well-informed about the BC Public Service's giving and volunteer programs. (New)	<b>Work Unit</b>	<b>25%</b>	<b>18%</b>	<b>57%</b>	<b>58</b>	
		Organization	27%	26%	48%	56	2
		BCPS	28%	28%	44%	55	3

## WATER PROTECTION & SUSTAINABILITY

LINKAGE TO MODEL	SURVEY QUESTIONS	GROUP	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY PHYSICAL ENVIRONMENT AND TOOLS							
Tools & Workspace	My physical work environment (e.g., sound level, lighting, heat, ergonomics, etc.) enables me to work well.	Work Unit	14%	21%	64%	64	
		Organization	22%	24%	54%	60	4
		BCPS	28%	23%	48%	56	8
	The necessary processes and procedures are in place to ensure my safety at work.	Work Unit	4%	4%	93%	78	
		Organization	9%	14%	76%	75	3
		BCPS	11%	16%	73%	72	6
Tools & Workspace	The computer based tools (e.g., hardware, software) I have access to help me excel in my job.	Work Unit	11%	32%	57%	65	
		Organization	19%	23%	58%	63	2
		BCPS	23%	23%	54%	60	5
Tools & Workspace	The non-computer based tools (e.g., office or outdoor equipment) I have access to help me excel in my job.	Work Unit	12%	19%	69%	67	
		Organization	15%	25%	60%	64	3
		BCPS	20%	27%	53%	61	6
MY DEVELOPMENT AND PERFORMANCE							
Professional Development	My organization supports my work related learning and development.	Work Unit	11%	11%	79%	74	
		Organization	13%	18%	69%	70	4
		BCPS	14%	19%	67%	69	5
Professional Development	The quality of training and development I have received is satisfactory.	Work Unit	14%	11%	75%	68	
		Organization	15%	22%	64%	66	2
		BCPS	18%	24%	58%	64	4
	I have adequate opportunities to develop my skills.	Work Unit	11%	14%	75%	71	
		Organization	18%	24%	57%	63	8
		BCPS	21%	24%	56%	62	9

## WATER PROTECTION & SUSTAINABILITY

LINKAGE TO MODEL	SURVEY QUESTIONS	GROUP	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY DEVELOPMENT AND PERFORMANCE (CONTINUED)							
	I have opportunities for career growth within the BC Public Service.	<b>Work Unit</b>	<b>22%</b>	<b>15%</b>	<b>63%</b>	<b>66</b>	
		Organization	20%	26%	54%	61	5
		BCPS	23%	23%	54%	61	5
	The person I report to provides the feedback I need to do my job well.	<b>Work Unit</b>	<b>11%</b>	<b>11%</b>	<b>79%</b>	<b>77</b>	
		Organization	14%	17%	69%	71	6
		BCPS	16%	16%	68%	71	6
	The person I report to provides the support I need to help me achieve my long-term career goals.	<b>Work Unit</b>	<b>11%</b>	<b>11%</b>	<b>78%</b>	<b>74</b>	
		Organization	14%	20%	65%	69	5
		BCPS	18%	18%	64%	68	6
MY CO-WORKERS							
Teamwork	When needed, members of my team help me get the job done.	<b>Work Unit</b>	<b>0%</b>	<b>14%</b>	<b>86%</b>	<b>87</b>	
		Organization	6%	11%	82%	80	7
		BCPS	6%	11%	83%	81	6
	I am treated respectfully at work.	<b>Work Unit</b>	<b>0%</b>	<b>7%</b>	<b>93%</b>	<b>91</b>	
		Organization	5%	9%	85%	83	8
		BCPS	7%	11%	82%	81	10
Teamwork	Members of my team communicate effectively with each other.	<b>Work Unit</b>	<b>4%</b>	<b>7%</b>	<b>89%</b>	<b>82</b>	
		Organization	12%	20%	68%	71	11
		BCPS	12%	18%	70%	72	10
Teamwork	I have positive working relationships with my co-workers.	<b>Work Unit</b>	<b>0%</b>	<b>4%</b>	<b>96%</b>	<b>90</b>	
		Organization	3%	9%	88%	84	6
		BCPS	3%	9%	87%	84	6



## WATER PROTECTION & SUSTAINABILITY

LINKAGE TO MODEL	SURVEY QUESTIONS	GROUP	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
THE PERSON I REPORT TO							
Supervisory-Level Management	The person I report to provides clear expectations regarding my work.	Work Unit	7%	14%	79%	71	
		Organization	12%	16%	72%	72	-1
		BCPS	13%	16%	71%	73	-2
Supervisory-Level Management	The person I report to consults me on decisions that affect me.	Work Unit	11%	11%	79%	75	
		Organization	13%	16%	71%	73	2
		BCPS	15%	15%	70%	72	3
Supervisory-Level Management	The person I report to keeps me informed of things I need to know.	Work Unit	7%	11%	82%	76	
		Organization	11%	18%	71%	73	3
		BCPS	14%	15%	71%	73	3
Supervisory-Level Management	I feel I am able to have a conversation with the person I report to when I need their perspective or advice.	Work Unit	4%	4%	93%	86	
		Organization	8%	9%	83%	81	5
		BCPS	10%	10%	80%	79	7
Supervisory-Level Management	The person I report to leads with an understanding of others' perspectives.	Work Unit	7%	15%	78%	78	
		Organization	12%	15%	73%	74	4
		BCPS	14%	14%	72%	73	5
	The person I report to maintains high standards of honesty and integrity.	Work Unit	4%	4%	93%	86	
		Organization	8%	7%	86%	82	4
		BCPS	9%	10%	81%	80	6
	The person I report to supports me and my co-workers in conducting our work in an ethical manner.	Work Unit	4%	7%	89%	84	
		Organization	5%	8%	87%	83	1
		BCPS	7%	11%	82%	81	3

## WATER PROTECTION & SUSTAINABILITY

LINKAGE TO MODEL	SURVEY QUESTIONS	GROUP	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
THE PERSON I REPORT TO (CONTINUED)							
	I am satisfied with the quality of supervision I receive.	Work Unit	7%	7%	86%	79	
		Organization	11%	12%	77%	75	4
		BCPS	14%	13%	73%	75	4
MY EXECUTIVE							
Executive-Level Management	Executives in my organization communicate decisions in a timely manner.	Work Unit	7%	33%	59%	65	
		Organization	16%	30%	55%	63	2
		BCPS	21%	25%	54%	61	4
	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	Work Unit	4%	32%	64%	70	
		Organization	16%	26%	58%	63	7
		BCPS	21%	25%	54%	61	9
Executive-Level Management	Executives in my organization provide clear direction for the future.	Work Unit	21%	25%	54%	60	
		Organization	21%	32%	47%	59	1
		BCPS	24%	27%	49%	58	2
	Essential information flows effectively from senior leadership to staff.	Work Unit	15%	30%	56%	63	
		Organization	24%	27%	49%	57	6
		BCPS	27%	26%	47%	56	7
	I have confidence in the senior leadership of my organization.	Work Unit	7%	21%	71%	70	
		Organization	15%	24%	61%	65	5
		BCPS	21%	22%	56%	62	8
MY ORGANIZATION							
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	Work Unit	8%	33%	58%	66	
		Organization	12%	26%	62%	67	-1
		BCPS	16%	24%	60%	65	1

## WATER PROTECTION & SUSTAINABILITY

LINKAGE TO MODEL	SURVEY QUESTIONS	GROUP	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY ORGANIZATION (CONTINUED)							
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	Work Unit	21%	32%	46%	61	
		Organization	16%	30%	54%	63	-2
		BCPS	18%	27%	56%	63	-2
	I know how my work contributes to the achievement of my organization's goals.	Work Unit	4%	18%	79%	75	
		Organization	13%	20%	67%	68	7
		BCPS	14%	21%	65%	68	7
	I am motivated by my organization to help achieve its objectives. (New)	Work Unit	14%	25%	61%	68	
		Organization	14%	28%	58%	66	2
		BCPS	19%	26%	55%	63	5
	I find my organization inspiring to work for. (New)	Work Unit	4%	25%	71%	76	
		Organization	12%	26%	62%	68	8
		BCPS	21%	27%	52%	61	15
MY EMPLOYMENT AS A BC PUBLIC SERVANT							
WORK UNIT							
Job Satisfaction	I am satisfied with my job.	Work Unit	7%	4%	89%	82	
		Organization	10%	18%	73%	72	10
		BCPS	13%	20%	67%	69	13
	I am satisfied with my work unit.	Work Unit	7%	7%	86%	79	
		Organization	10%	16%	74%	74	5
		BCPS	12%	17%	71%	72	7
	I would prefer to remain with my work unit, even if a comparable job was available elsewhere in the BC Public Service.	Work Unit	8%	24%	68%	75	
		Organization	14%	19%	68%	71	4
		BCPS	20%	18%	62%	66	9

## WATER PROTECTION & SUSTAINABILITY

LINKAGE TO MODEL	SURVEY QUESTIONS	GROUP	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY EMPLOYMENT AS A BC PUBLIC SERVANT (CONTINUED)							
ORGANIZATION							
Organization Satisfaction	I am satisfied with my organization.	Work Unit	4%	14%	82%	75	
		Organization	10%	21%	69%	69	6
		BCPS	17%	24%	59%	65	10
	I would prefer to remain with my organization, even if a comparable job was available elsewhere in the BC Public Service.	Work Unit	0%	28%	72%	76	
		Organization	10%	18%	73%	74	2
		BCPS	20%	22%	58%	64	12
		BC PUBLIC SERVICE					
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	Work Unit	4%	0%	96%	82	
		Organization	6%	17%	77%	74	8
		BCPS	10%	19%	72%	72	10
	Overall, I feel valued as a BC Public Service employee.	Work Unit	7%	18%	75%	73	
		Organization	15%	25%	60%	65	8
		BCPS	21%	23%	57%	63	10
	I am proud to tell people I work for the BC Public Service.	Work Unit	0%	7%	93%	82	
		Organization	8%	22%	70%	72	10
		BCPS	12%	23%	65%	70	12
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	Work Unit	4%	11%	85%	81	
		Organization	10%	21%	69%	71	10
		BCPS	15%	21%	65%	69	12
	I would recommend the BC Public Service as a great place to work.	Work Unit	0%	18%	82%	79	
		Organization	10%	20%	70%	71	8
		BCPS	14%	24%	63%	68	11

## WATER PROTECTION & SUSTAINABILITY

LINKAGE TO MODEL	SURVEY QUESTIONS	GROUP	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
WORKPLACE IMPROVEMENTS							
	I have seen improvements in my current workplace since the last Work Environment Survey. <i>(New)</i>	<b>Work Unit</b>	<b>25%</b>	<b>25%</b>	<b>50%</b>	<b>53</b>	
		Organization	30%	28%	42%	53	0
		BCPS	34%	26%	40%	51	2

# Appendix C: Survey Definitions

The questionnaire used specific terms to describe aspects of the work environment. The terms as presented to the respondents are shown below.

- Your **work unit** refers to the section or program area within the organization where you work.
- **Diversity** refers to different people, backgrounds and ideas.
- **Discrimination** occurs if a distinction is made that imposes burdens, obligations or disadvantages that are not imposed on others, based on the grounds listed below.

- race	- religion	- sexual orientation
- colour	- marital status	- gender identity or expression
- ancestry	- family status	- physical or mental disability
- place of origin	- age	- unrelated criminal conviction
- political belief	- sex	

- **Harassment** includes any unwelcome conduct or comment which has a negative impact on you or your work environment.
- **Ethical** means acting in ways consistent with maintaining the public trust and operating in accordance with the BC Public Service Standards of Conduct. Ethical behaviour tends to involve demonstrating respect for key principles that include honesty, integrity, fairness, equality, confidentiality, dignity, diversity, accountability and transparency.
- Your **organization** refers to your ministry, agency, office or commission of the Province.
- **The person I report to** refers to your immediate supervisor or manager. If you report to more than one supervisor or manager, please answer the question thinking about the person who oversees most of your work.
- Your **executive** refers to senior leadership including the Deputy Minister, Associate Deputy Ministers, Assistant Deputy Ministers, Executive Directors, and other members of the Executive Committee.
- **Giving and volunteer programs** refer to BC Public Service programs that provide opportunities for employees to give back to the community through donations or volunteering. Examples include Provincial Employees Community Services Fund, Emergency Management BC volunteers, CUSO International, and so on.

# Appendix D: Driver Glossary

The engagement model drivers are defined as follows:

- **Empowerment:** Employees believe they have opportunities and freedom to provide input, make decisions to do their job well, and implement new ideas.
- **Stress & Workload:** Employees perceive that their work-related stress and workloads are manageable.
- **Job Suitability:** Employees believe that their work is both meaningful and a good fit with their skills and interests.
- **Vision, Mission & Goals:** Employees believe that their organization's vision, mission and goals are well communicated and that their organization is taking steps to ensure its long-term success.
- **Teamwork:** Employees experience positive working relationships, have support from their team, and feel their team communicates effectively.
- **Tools & Workspace:** Employees believe that both the computer based tools and non-computer based tools they have access to help them excel in their jobs and that their physical environment enables them to work well.
- **Recognition:** Employees experience meaningful and performance-based recognition.
- **Professional Development:** Employees believe their organization supports their learning and development, provides quality training, and offers adequate opportunities to develop their skills.
- **Pay & Benefits:** Employees believe that their pay is fair and competitive with similar jobs, and that their benefits meet their needs well.
- **Staffing Practices:** Employees believe staffing processes in their work unit are fair and based on merit.
- **Respectful Environment:** Employees experience a healthy and diverse atmosphere free from discrimination and harassment.
- **Executive-Level Management:** Employees believe that senior leaders communicate decisions in a timely manner and provide clear direction for the future.
- **Supervisory-Level Management:** Employees believe they can have a conversation with the person they report to when they need their advice and that the person they report to leads with an understanding of others' perspectives, keeps them informed, consults them on decisions that affect them, and provides clear work expectations.

## Appendix E: Model Information

BC Stats developed the BC Public Service **Employee Engagement Model** in 2006 using a statistical technique called structural equation modelling. The structure and integrity of the model have remained very stable since its creation, due to the large employee population, high response rates, and the completeness of the questionnaire in measuring aspects of the work environment that contribute to engagement. Despite its stability, employee priorities change, as do societal, political and economic circumstances. Given the dynamic nature of the work environment, the engagement model has been continuously tested to ensure it is the best representation of the average employee experience.

The model contains 40 questions, and its drivers link together to form hundreds of unique pathways to engagement. Each pathway starts from the foundation and passes through varying combinations of building blocks to reach one of the three engagement characteristics in the roof.

The following resources on using the model for interpreting results and understanding the drivers, model pathways and/or the statistical methodology are available online. The following reports can be found on the [BC Stats website](#):

- Modelling the 2015 Work Environment Survey Results: Technical Guide (2016)
- Connecting the Engagement Drivers in the BC Public Service: Driver Guide (2016)
- Tracing the Top Engagement Pathways for the BC Public Service: Pathways Guide (2016)



# Appendix F: Background

## High Level

Study	Work Environment Survey (WES) 2018
Project Sponsor	BC Public Service Agency

## Operations

Data Collection Method	Online survey
Fielding Window / Dates	January 30 - February 23, 2018
Project History	Annual survey 2006-2011, Biennial survey 2013, 2015, 2018

## Population / Sample

Scope	Individuals who were deemed as active BC Public Service employees in the Corporate Human Resource Information System (CHIPS) as of January 16, 2018 (and remained active through to survey launch date of January 30, 2018) and had valid contact information.
Sampling Strategy	Census

## Key Measure(s)

Key Measure	Engagement score: 68 points (out of 100)
Type of Measure	Five-point frequency scale
Methods of Analysis	Descriptive statistics and structural equation modeling

## Confidentiality

During survey administration, employees received personalized invitations and reminders. All survey responses were encrypted during submission and stored on a secure server accessed only by select employees at BC Stats. BC Stats employees are sworn under the *Statistics Act*, and all information collected in the survey is protected by the *Statistics Act*. Only aggregate results are provided in the reports. Individual responses or information that could identify an individual cannot be disclosed.

## Response Rates

In your work unit this cycle, 90% of employees completed the survey (see Table 4).

TABLE 4: RESPONSE RATE

	COMPLETED SURVEYS	TOTAL EMPLOYEES	RESPONSE RATE
Work Unit	28	31	90%
Organization	730	859	85%
BC Public Service	22,950	27,220	84%

BC Stats wishes to thank all employees who participated and contributed to achieving such a high response rate. High survey response rates ensure high quality, reliable data.

## Department IDs

Using department IDs from the Corporate Human Resource Information and Payroll System (CHIPS), BC Stats worked with your Strategic Human Resources representatives to identify the composition of your specific work unit. The department IDs in this report include:

048-8601, 048-8654, 048-8660, 048-8661

BC Stats is the provincial government's leader in statistical and economic research, information and analysis essential for evidence-based decision-making. BC Stats, the central statistics agency of government, is excited to be taking a lead role in the strategic understanding of data sources and analysis across government. The goal is to increase overall business intelligence—information decision makers can use. For more information, please contact Elizabeth Vickery.



Box 9410 Stn Prov Govt  
Victoria, B.C.  
V8V 9V1

Web: [www.bcstats.gov.bc.ca](http://www.bcstats.gov.bc.ca)  
Twitter: @BCStats  
Email: [BC.Stats@gov.bc.ca](mailto:BC.Stats@gov.bc.ca)



BCStats



## **Congratulations on being named a 10 Best Places to Work semi-finalist!**

As a 10 Best semi-finalist, you are among a cohort of work units setting the bar for workplace engagement and corporate culture across the B.C. Public Service. The exemplary efforts and commitment to service excellence by your work unit have brought you to the semi-finalist stage; we look forward to learning more of what could make you a 10 Best winner!

Your application will provide background information and insight into your work unit. Our panel of judges will use it to better understand what contributed to your Work Environment Survey (WES) engagement score, as well as other contributing factors that make your work unit stand out from other high scoring organizations in the B.C. Public Service.

**Application Due Date:** Friday, June 22 by 4:30pm

**IMPORTANT:** Applications must include your work unit's WES Report, in its entirety. Submissions without this attachment will not be considered.

**Please email your completed application form and attachments to:**

**Gillian Kish**, Engagement and Recognition Strategist  
BC Public Service Agency  
[Gillian.Kish@gov.bc.ca](mailto:Gillian.Kish@gov.bc.ca)  
250-216-7069



## PART ONE – General Information

Name of Work Unit (including ministry and division):

Water Protection and Sustainability Branch – Ministry of Environment and Climate Change Strategy

Region:

Specify one region only, using the drop down menu below. In cases where the work unit has multiple locations, choose “Multiple Locations” and then list them in the space below.

*Vancouver Island*

Enter multiple regions here.

WES Engagement Scores:

2015 WES Engagement Score	2018 WES Engagement Score
80	80

If the WES was not taken in 2015, please enter N/A.

Work Unit Contact:

Name	Email	Phone Number
Lynn Kriwoken Executive Director	<a href="mailto:Lynn.kriwoken@gov.bc.ca">Lynn.kriwoken@gov.bc.ca</a>	778 698-4044



# 10 Best Places to Work

## 2018 Semi-Finalists

*Note: All sections below not to exceed 1,500 words, combined.*

### **PART TWO – Context**

1. Provide a brief statement introducing your work unit and highlighting the work you do. *(150 words)*

The Water Protection and Sustainability Branch oversees and exercises provincial leadership in the development of water science and evidence-based water strategies, plans, policies and legislation for the sustainable management and stewardship of BC's water resources. The Branch provides science-based information, data, analyses and expertise related to groundwater, watersheds, aquatic ecosystems, and climate change adaptation; and it develops strategic and operational policy and legislation, provides technical and strategic leadership in their application and interpretation, and ensures a provincial approach is tailored to diverse regional needs. The work of the Branch guides the decision-making and regulatory actions of the provincial water program, including other natural resource ministries, agencies and programs. Working collaboratively with BC ministries, other governments, industries, businesses, communities, academia and non-government organizations, the Branch directs provincial programs, services and investments to achieve BC's social, economic and environmental outcomes related to water.

2. Briefly list your work unit's major accomplishments/milestones since the 2015 WES cycle. *(150 words)*

- Modernized BC's 100 year old Water Act with new Water Sustainability Act, incl. regulations, policies, procedures and technical guidance documents for implementation
- employed innovative Behavioural Insights and Service Design methods to promote WSA compliance by groundwater users and improve online application process
- UNDRIP implementation - signed ground-breaking, unique Nicola Pilot MOU to improve watershed governance with the five Nicola First Nations bands;
- completed 2 progressive transboundary Bilateral Water Management Agreements with the Northwest Territories and Yukon Territory to protect the Mackenzie River Basin
- delivered groundwater science program 3 years in a row w \$300K investments in studies to understand map groundwater resources



- developed water quality guidelines; new tools to support field staff (stream flow measurement, guidance for environmental flow needs); and implemented provincial biomonitoring program
- built high performance branch leadership team and fostered branch culture of service and support to Natural Resource ministries

3. What have been the challenges facing your work unit since the 2015 WES cycle? How has your team overcome these challenges? (150 words)

The Branch moved to Capital Park in 2017, adopting a new workplace design, approach and communications technology. The team discussed the move regularly; was represented by Director on Move Committee; communications were clear and frequent and concerns were addressed. Through these conversations, staff became more comfortable with the significant change they were facing and focused on the positive aspects of the move. Specifically, staff took advantage of the opportunity to clean out offices. Since the move, staff have embraced the new workstyle, tools and new networking opportunities.

Staff workload continues to be a challenge in our small branch, with many and diverse responsibilities. The team has looked for opportunities to streamline our work and find efficiencies.

Much of our work is undertaken in a multi-agency setting, and ongoing challenges we face in this context are addressed through proactive, clear communication, building strong relationships, expanding our network, and collaborating extensively.

The logo features a large, stylized number '10' in a dark grey font. To the right of the '10', the words 'Best Places to Work' are stacked vertically in a serif font. Below this, the words '2018 Semi-Finalists' are written in a smaller, sans-serif font. The entire logo is set against a background of light grey diagonal stripes.

# 10 Best Places to Work

## 2018 Semi-Finalists

### PART THREE– WES Drivers

4. As part of the criteria to become a 10 Best semi-finalist, your work unit had four WES drivers **(Empowerment, Supervisory-Level Management, Respectful Environment, and Staffing Practices)** with scores in the top 25 per cent. Please choose **ONE** of these drivers and indicate how you achieved success. Be specific – what tools/approaches/ideas were put in place? List the steps or measures taken so that another group could follow the path to see how you achieved success. *(250 words)*

#### Respectful Environment

WPSB has cultivated a workplace culture of mutual respect and trust where staff feel safe, supported and empowered. We send birthday cards, eCards and well wishes on special occasions, and maintain a friendly, respectful and warm workspace. Supervisors are open with staff, and staff feel supervisors “have their backs”. There is a high level of respect for work-life balance within the Branch.

We draw on the diversity in backgrounds, experience, expertise, and values between members of the Branch to help meet our objectives. Staff will often present specific issues at Branch meetings to problem-solve together, and learn from the experiences of colleagues in finding solutions and achieving results. Staff often engage in lively discussions with a diversity of view points and are comfortable discussing difficult issues without bringing personalities into the mix. Individuals feel their input and opinions are valued. When staff collaborate on projects, everyone always fulfills their commitment.

Supervisors have an “open door” policy with staff to discuss any issues staff feel are important. Supervisors also hold regular “one-on-one” meetings with staff to check in. As a result, WPSB staff feel safe, supported, trusted, and respected.

Supervisors and staff seek opportunities to recognize individual and team achievements and





celebrate successes, respecting an individual's comfort level with public recognition. The team participates in corporate events like Region to Region, oath-taking, indigenous peoples' day.

New staff are welcomed and supported in the workplace and every effort is made to ensure they have everything they need to be successful.

5. Please choose **ONE** of your other top WES drivers (excluding the four drivers listed above) and indicate how you achieved success. Be specific – what tools/approaches/ideas were put in place? List the steps or measures taken so that another group could follow the path to see how you achieved success. (250 words)

#### Job Suitability

A key aspect of WPSB activities is linking water science to water policy and developing effective tools and approaches for managing water resources. As such, jobs in the Branch are either science-based or focus on policy development and require certain skill sets that allow staff to apply and develop their expertise. In work planning, the WPSB demonstrates the linkage between the work of each staff member and the overall objectives of the Branch, Ministry and Government. As a result, staff feel their work is meaningful, and aligns strongly with their skills and interests.

Frequently, there is no roadmap for bringing together water policy and science. Staff are encouraged to think outside the box and find new solutions in their work, including the development of new approaches or the adoption of new tools to improve their effectiveness. Through the promotion of independent and innovative thinking, staff feel supported and empowered and tend to go beyond what is generally expected. Staff have a very high level of professional integrity and take a great deal of pride in their work. Because of this willingness to innovate and try new things, we get results: WPSB staff attract and lead some of the most exciting and innovative projects – the Nicola Water Governance Pilot project is one such file. The transboundary water management agreements BC signed with the governments of the Yukon and



Northwest Territories are recognized as some of the most progressive water management agreements in the world.

6. Please identify **ONE** WES driver you plan to focus on improving over the next two years. Be specific – how do you plan to unpack the driver with your team, address staff concerns and move forward with a plan? List the steps or measures to be taken so that another group could follow the path to see how you plan to achieve success. (250 words)

#### Stress & Workload

WPSB recognizes the ongoing challenge of balancing stress and workload. To address this, supervisors take a “need, nice, nuts to do” approach to setting work priorities, with the nice or nuts to do items taking a low priority. They have revised the Branch annual business plan format to focus on completing priority projects, and supporting staff with the tools and direction they need to be successful. New projects will be only initiated when priority projects are completed and more time and capacity is available.

Projects and activities will be clearly linked to the Ministry and Government mandates. Each staff member will have MyPerformance plans to reinforce the importance and alignment of their work.

When staff go on TA to serve higher ministry priorities we will park their work rather than overload on other staff.

The branch adopts a LEAN mentality wherever possible. Specific program areas are will be reviewed to ensure they align with government direction and are delivered effectively and efficiently. Other approaches (e.g., Agile), are adopted to increase teamwork and reduce individual stress and workload. Building on strengths of our team workplace culture, we will encourage continuous learning and knowledge sharing from each other. We will encourage staff to share their experiences with time-saving tools (e.g., OneNote) to foster collaboration within and beyond the Branch. Supervisors will also continue to ensure staff take the time needed to achieve a healthy work-life balance. Telework arrangements are supported to improve flexibility and ability to complete work.



## **PART FOUR – Workplace Culture**

7. Why would others want to join your work unit? Consider some of the unique aspects about your team or projects/initiatives that would attract someone to work for your area (e.g. overall work atmosphere, unique or exemplary business practices, specific social events or celebrations, etc.).  
*(100 words)*

WPSB staff work on meaningful, interesting projects directly related to their areas of expertise/interest. The projects are science-based, but deeply engaging with policy, and relevant to current issues. We see that we can affect positive, progressive change in natural resource management. We have opportunities to engage across ministries, sectors, and jurisdictions, which is both challenging and rewarding work.

The WPSB is a welcoming, friendly, and supportive workplace where staff truly care about each other. Many staff stay for a long time; others use their WPSB experiences to support career advancement. There is a high level of support for professional development.

8. We all play an important role in building a more inclusive culture where all employees see themselves reflected and feel they can build a rewarding career. Please explain how your work unit takes a proactive approach to building a respectful workplace. *(100 words)*

The WPSB supervisors lead by example – they are respectful of staff and demonstrate a high level of confidence and trust in staff, and in return are treated the same by staff. Staff feel safe in discussing challenges with supervisors and any issues are addressed quickly and thoughtfully before they become a larger problem.

The WPSB values diversity in the staff. While staff are hired based on their merits, we welcome those from different backgrounds and make an effort to learn about the different cultures and their water-related experiences. We strive to use inclusive language and to build positive, productive relationships.



9. What **ONE** thing is the single most significant improvement or idea that has contributed to the change in your engagement score? If your engagement score has remained consistent, what **ONE** thing is constantly being done to ensure your scores remain high? *(100 words)*

Over the last few exciting years of rolling out brand new legislation and embarking on innovative, exciting work, the learning has never stopped. Even though we do many different things, we work to integrate the work (policy and science) and the people across the branch. We work hard to ensure that staff feel supported to accomplish their work, whether that's learning more about science or policy respectively, learning new programs, (generally) adapting, and ensuring that we know we are a team working together. We create opportunities to learn from each other and connect the work that we all do, together.

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Subject:** RE: WPSLT EQ Profiling and Leadership Development Initiative  
**Date:** August 1, 2018 3:52:40 PM  
**Attachments:** [WPSLT Leadership Dev- Focus LK.docx](#)  
[image002.png](#)

---

Looks good Marie. I've added an Initiative Drivers section (why are we doing this?) and an Initiative Products section plus a few thoughts for your consideration that we can discuss on Sept 5.

Lynn

---

**From:** Marie Mac Donald [mailto:[s.22](#)]  
**Sent:** Monday, July 30, 2018 4:56 PM  
**To:** Kriwoken, Lynn ENV:EX  
**Cc:** Conder, Geoffrey ENV:EX  
**Subject:** WPSLT EQ Profiling and Leadership Development Initiative

Hi Lynn,

I have gone over our e-mails and the contract and have distilled our focus for the initiative I will be working on the EQ Profiling process with the Directors and checking in with them for input while you are on vacation.

Can you confirm this focus as I will also be doing some preliminary work on the design.

[s.22](#) we can look at a first draft overview agenda when we meet Sept 5. We will well underway by the time I head out on vacation on Sept 14.

Geoffrey has been great today, handling details and getting meetings set up for me with the Directors.

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

[s.22](#)

[mariemacdonald.com](http://mariemacdonald.com)



Page 109 of 146

Withheld pursuant to/removed as

s.13

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Subject:** RE: WES  
**Date:** August 1, 2018 9:31:10 PM  
**Attachments:** [image004.png](#)  
[image005.png](#)  
[image006.png](#)

---

For some reason all pdf docs aren't opening from govt server tonight. I'll try later or do this in the morning.

---

**From:** Marie Mac Donald [<mailto:s.22>]  
**Sent:** Wednesday, August 1, 2018 8:49 AM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Re: WES  
Thanks.

I know you are crazy busy [s.22](#)

can you:

- Take a few minutes to complete the Team Performance Characteristics Survey (reattached – you can mark right on the document using the highlight function)
- Confirm my outline of the initiative focus fit for you?

[s.22](#)

Regards,  
*Marie Mac Donald*  
Marie Mac Donald Consulting

[s.22](#)

[mariemacdonald.com](http://mariemacdonald.com)



---

**From:** Lynn Kriwoken  
**Date:** Tuesday, July 31, 2018 at 1:23 PM  
**To:** 'Marie Mac Donald'  
**Subject:** RE: WES

Here you go. The branch is also a semi-finalist in the Top 10 best places to work; I've attached that application too.

Lynn

---

**From:** Marie Mac Donald [<mailto:s.22>]  
**Sent:** Tuesday, July 31, 2018 12:24 PM  
**To:** Moore, Sean ENV:EX  
**Cc:** Kriwoken, Lynn ENV:EX  
**Subject:** FW: WES  
Sorry Sean I copied you on this WES note to Lynn meant to copy Geoffrey  
Regards,  
*Marie Mac Donald*  
Marie Mac Donald Consulting  
[s.22](#)  
[mariemacdonald.com](http://mariemacdonald.com)

---

**From:** Marie Mac Donald

**Date:** Tuesday, July 31, 2018 at 12:21 PM

**To:** Lynn Kriwoken

**Cc:** s.22

**Subject:** Re: WES

Hi Lynn,

Can you send me 2018 WES scores.

thanks

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

s.22

[mariemacdonald.com](http://mariemacdonald.com)

---

**From:** s.22

**Date:** Tuesday, July 31, 2018 at 9:33 AM

**To:** Marie Mac Donald

**Subject:** Re: WPSLT EQ Profiling and Leadership Development

Hi Marie,

Being relatively new to the team, I do not have sufficient experience to draw upon to answer some of the questions- I did my best to impose some related initial observations to inform my responses. Attached is a copy of my completed survey.

Cheers,

s.22

[image1.jpeg]

On Jul 30, 2018, at 4:16 PM, Marie Mac Donald

s.22

> wrote:

Hi everyone,

I am looking forward to working with all of you.

To begin the process, I would like to chat with each of the directors by phone in the next week or so to go over the EQ profiling process. Geoffrey has set up calls for us.

I am attaching a Team Performance Characteristics Survey which given the newness of the team will be used as a pre-test and repeated later in the process.

Given that people will be on vacation at different times could I ask that you complete it within a few days of receiving it. (Should take about 5-10 minutes)

Regards,

Marie Mac Donald



Marie Mac Donald Consulting  
s.22

mariemacdonald.com

From: Lynn Kriwoken <[Lynn.Kriwoken@gov.bc.ca](mailto:Lynn.Kriwoken@gov.bc.ca)<<mailto:Lynn.Kriwoken@gov.bc.ca>>>

Date: Monday, July 30, 2018 at 9:47 AM

To: s.22

s.22

Cc: "Marie MacDonald s.22

s.22

>, Geoffrey Conder

<[Geoffrey.Conder@gov.bc.ca](mailto:Geoffrey.Conder@gov.bc.ca)<<mailto:Geoffrey.Conder@gov.bc.ca>>>

Subject: WPSLT EQ Profiling and Leadership Development

Good morning s.22

I am pleased to introduce you to Marie MacDonald who will be providing individual and team Emotional Quotient (EQ) Profiles and leadership development services to our WPS Leadership Team in 2018/19. In addition to EQ profiling and coaching, Marie will support us in the areas of leadership performance, change resilience, organizational health and learning culture development over the course of the next year.

Marie will soon be reaching out to introduce herself to each of you and start the EQ process. We will ensure scheduling is done in a way that accommodates everyone's vacation schedules. We will follow up in October with a day-long team session; that date has yet to be confirmed as the two tentative dates didn't work for all of you. Subsequent leadership development sessions will follow based on what we discover through the EQ process and other needs that emerge over the year. Thank you for your willingness to do this work as we strive to be a healthy, resilient and high performing team!

Lynn

Lynn Kriwoken, Executive Director, Water Protection & Sustainability Branch

Ministry of Environment & Climate Change Strategy

PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2

Phone 778.698.4044 | Fax 250.356.1202

Location: 4th floor, 525 Superior St | Victoria, BC

[cid:image003.png@01D26A67.68AD2880<<mailto:image003.png@01D26A67.68AD2880>>]

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Subject:** Fw: Team Perf Characteristics  
**Date:** August 2, 2018 7:09:45 AM  
**Attachments:** [Team Performance Characteristics Survey LK.PDF](#)

---

Hi Marie, let me know if the attach arrives completed.  
s.22

---

**From:** lynnkriwoken@shaw.ca  
**Sent:** August-02-18 1:20 AM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Team Perf Characteristics

The goal of this survey is to assess key characteristics of your team's current performance. Please respond to the statements below evaluating what you currently experience within your team performance. Individual results are anonymous.

1=No fit  
current experience

2=Slightly fits

3=Somewhat fits

4=Fits my experience

5=Total fit with my

1	2	3	4	5
No Fit				Total fit with my current experience

1	2	3	4	5
No Fit				Total fit with my current experience

1	2	3	4	5
No Fit				Total fit with my current experience

1	2	3	4	5
No Fit				Total fit with my current experience

1	2	3	4	5
No Fit				Total fit with my current experience

1	2	3	4	5
No Fit				Total fit with my current experience

1	2	3	4	5
No Fit				Total fit with my current experience

1	2	3	4	5
No Fit				Total fit with my current experience

1	2	3	4	5
No Fit				Total fit with my current experience

1	2	3	4	5
No Fit				Total fit with my current experience

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Subject:** RE: Welcome back- Materials for our meeting Wed.  
**Date:** September 4, 2018 3:57:26 PM  
**Attachments:** [image002.png](#)

---

Thanks for this Marie. I look forward to seeing you again!  
My calendar shows you coming here to 525. Does that work for you?  
Lynn

---

**From:** Marie Mac Donald [mailto:[s.22](#)] ]  
**Sent:** September 4, 2018 12:14 PM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Welcome back- Materials for our meeting Wed.

Hi Lynn,  
Look forward to connecting in the am  
Actions since we last talked:

1. Team Performance Characteristic collation is attached
2. I did a needs assessment with the team. From that I themed responses and put them into a draft agenda with some design ideas for our discussion. We can't get through all this in a day, but you and I can talk top priorities.
3. I have debriefed [s.22](#) has not had time to complete.
4. I have researched Decision making and have attached a tool we may want to modify
5. Let's discuss the Initiative overview document in our meeting. I will bring copies of current one.

Regards,  
*Marie Mac Donald*  
Marie Mac Donald Consulting  
[s.22](#)

[mariemacdonald.com](http://mariemacdonald.com)



**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Subject:** RE: Welcome back- Materials for our meeting Wed.  
**Date:** September 5, 2018 7:52:25 AM  
**Attachments:** [image003.png](#)  
[image004.png](#)

---

Agree. I am fine with a call.

---

**From:** Marie Mac Donald [mailto:[s.22](#)]  
**Sent:** Tuesday, September 4, 2018 8:50 PM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Re: Welcome back- Materials for our meeting Wed.

Hi,

A call would be more convenient since we are meeting for only one hour. But I thought you wanted face to face.

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting  
s.22

[mariemacdonald.com](http://mariemacdonald.com)



---

**From:** Lynn Kriwoken  
**Date:** Tuesday, September 4, 2018 at 3:57 PM  
**To:** 'Marie Mac Donald'  
**Subject:** RE: Welcome back- Materials for our meeting Wed.  
Thanks for this Marie. I look forward to seeing you again!  
My calendar shows you coming here to 525. Does that work for you?  
Lynn

---

**From:** Marie Mac Donald [mailto:[s.22](#)]  
**Sent:** September 4, 2018 12:14 PM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Welcome back- Materials for our meeting Wed.

Hi Lynn,

Look forward to connecting in the am  
Actions since we last talked:

1. Team Performance Characteristic collation is attached
2. I did a needs assessment with the team. From that I themed responses and put them into a draft agenda with some design ideas for our discussion. We can't get through all this in a day, but you and I can talk top priorities.
3. I have debriefed [s.22](#) has not had time to complete.
4. I have researched Decision making and have attached a tool we may want to modify
5. Let's discuss the Initiative overview document in our meeting. I will bring copies of current one.

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting  
s.22

[mariemacdonald.com](http://mariemacdonald.com)



**From:** Kriwoken, Lynn ENV:EX  
**To:** "Marie Mac Donald"  
**Subject:** RE: follow up  
**Date:** September 6, 2018 3:48:16 PM  
**Attachments:** [image003.png](#)  
[image004.png](#)

---

Thurs 3-5 works for me but are you sure you shouldn't be **s.22**

Options – we could do the two hours OR just stay with the 1 hour EQ and postpone my coaching session until you are back. Your call.

Lynn

---

**From:** Marie Mac Donald [mailto:**s.22**]  
**Sent:** September 6, 2018 3:14 PM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Re: follow up  
I can do Thurs 13 so it would be 3-5pm, I am **s.22**  
Regards,  
Marie Mac Donald  
Marie Mac Donald Consulting  
**s.22**  
[mariemacdonald.com](mailto:mariemacdonald.com)



EQ Practitioner

---

**From:** Lynn Kriwoken <[Lynn.Kriwoken@gov.bc.ca](mailto:Lynn.Kriwoken@gov.bc.ca)>  
**Date:** Thursday, September 6, 2018 at 10:55 AM  
**To:** 'Marie Mac Donald' **s.22**  
**Subject:** RE: follow up

Oh my bad then, I meant Monday at 12:10. I don't have Tues avail.

If Monday doesn't work for you could we tag my 1 hour on to the EQ profile debrief in person on Thursday 13<sup>th</sup> so I'd be there for 2 hours?

If not could do anytime Friday 14<sup>th</sup> by FT.

---

**From:** Marie Mac Donald [mailto:**s.22**]  
**Sent:** September 6, 2018 10:51 AM  
**To:** Kriwoken, Lynn ENV:EX <[Lynn.Kriwoken@gov.bc.ca](mailto:Lynn.Kriwoken@gov.bc.ca)>  
**Subject:** Re: follow up

**Importance:** High

I am just going thru all the e-mails to match up attachments and wanted to make a quick correction – we are booked for Tues at 12:10 not Monday.

Regards,

Marie Mac Donald

Marie Mac Donald Consulting

**s.22**  
[mariemacdonald.com](mailto:mariemacdonald.com)



EQ Practitioner

---

**From:** Lynn Kriwoken <[Lynn.Kriwoken@gov.bc.ca](mailto:Lynn.Kriwoken@gov.bc.ca)>  
**Date:** Wednesday, September 5, 2018 at 4:28 PM  
**To:** "Marie MacDonald" **s.22**

**Subject:** follow up

My final budget and expectations letter attached (replaces draft I sent you earlier). I've highlighted key themes in yellow that we should weave into the day on November 1st.

The book is The four disciplines of

execution<[http://pmimilehi.org/images/downloads/Presentations/creating\\_a\\_culture\\_of\\_execution\\_jeffery\\_downs\\_2a3a\\_245pm\\_breakout.pdf](http://pmimilehi.org/images/downloads/Presentations/creating_a_culture_of_execution_jeffery_downs_2a3a_245pm_breakout.pdf)>  
(4DX)and here is a Speed summary<<http://speedsummary.com/2blog/?p=128>>

I think we need to overlay the "wildly important" lens on the agenda. Would you say it 4DX fits in the initiative doc under Leadership Performance?

Also attached are decision tree images from fierce convos book. I like how they describe the decision tree as a tool for delegation, accountability and professional development. I'll google to find some images we could use on Nov 1.

Also attached FYI is eblast to our NR sector clients - marketing shameless marketing.

My outstanding to-dos

- provide input to Agenda (after I get your next version) and Initiative document and send these back to you.

Let me know if I missed something. **See you on Monday at 12:10.**

Lynn

Lynn Kriwoken, Executive Director, Water Protection & Sustainability Branch  
Ministry of Environment & Climate Change Strategy  
PO Box 9362 Stn Prov Govt | Victoria, BC V8W 9M2  
Phone 778.698.4044 | Fax 250.356.1202  
Location: 4th floor, 525 Superior St | Victoria, BC  
[cid:image003.png@01D26A67.68AD2880]



**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Subject:** RE: EQ Profile  
**Date:** September 9, 2018 2:59:13 PM

---

Hi Gus, thought I'd try to do my profile today. Learning in Action website must be do weekend server mtnc because I tried signing on in 4 different browser (safari, chrome, edge, explorer, iphone, ipad) and the search just sits there spinning and "can't reach this page". I did get in to view the first session and entered my ratings but it crashed when I hit submit. That happened at 2:00 so I expect they may be doing server mtnc.

Did you have any other tips? I called my work help desk and he had the same issue.

Nothing for you to worry about or action today. I have a call in to LIA IT dept but no answer, its Sunday. I'll try again later/tomorrow.

Thanks

Lynn

---

**From:** Marie Mac Donald [mailto:[s.22](#)]  
**Sent:** August 7, 2018 11:38 AM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** EQ Profile

Dear Lynn,

Attached is a document with information that will enable you to complete your EQ Profile online.

Please review the materials carefully before you proceed.

Do not complete the profile if you do not receive the visuals.

Please contact me or call the tech support number in the documentation if you have any problems. Most issues are resolved by tweaking the security settings on your browser.

Also, please advise if your mailing address is incorrect.

Regards,

Gus Verstraten

*Business Manager*

Marie Mac Donald Consulting

[s.22](#)

web: [mariemacdonald.com](http://mariemacdonald.com)

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Subject:** RE: EQ Profile information  
**Date:** September 11, 2018 11:14:51 AM

---

Thanks Gus!

---

**From:** Marie Mac Donald [mailto:[s.22](#)]  
**Sent:** September 11, 2018 11:04 AM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** EQ Profile information

Hi Lynn,

Attached are 3 documents with information regarding your EQ Profile.  
Please start by reading the profile letter which will explain the process.

Regards,

Gus Verstraten

*Business Manager*

Marie Mac Donald Consulting  
s.22

web: [mariemacdonald.com](http://mariemacdonald.com)

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Cc:** [Conder, Geoffrey ENV:EX](#)  
**Subject:** RE: Follow up materials tour call last week  
**Date:** September 13, 2018 4:57:26 PM  
**Attachments:** [image002.png](#)

---

Thanks Marie, I hope you are at the bottom of your to-do list.

I'll review the agenda and my EQ profile and look forward to our next meeting on October 19th.

Regarding the Nov 1 date – that week has filled up for the 4 of us with other commitments. Nov 1 is still held but 3 of us now have external meetings and travel on Oct 30-31 and again on Nov 2 so wondering if Nov 8 works for you as an alternative date? We are holding both dates for now, but Nov 8 would certainly give us more breathing room. If no to Nov 8, please send me some alternatives.

s.22

See you in October.

Lynn

---

**From:** Marie Mac Donald [mailto:[s.22](#)]  
**Sent:** September 13, 2018 9:48 AM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Follow up materials tour call last week

Hi Lynn,

Attached is the agenda, Needs Assessment and a Team Charter from another group I work with.

Crazy busy week but everything is falling into place.

Please look at all yellow areas and in particular the Pework for my request to you before our next call.

Looking forward to working with the team.

Next time we talk we will do an hour on your Profile and then finalize the agenda.

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

s.22

[mariemacdonald.com](http://mariemacdonald.com)



EQ Practitioner

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Subject:** RE: Follow up materials tour call last week  
**Date:** September 14, 2018 9:45:44 AM  
**Attachments:** [image002.png](#)

---

Agree. Let's push back to week of Nov 26, likely Wed Nov 28 looking at calendars here.

s.22 If this happens later in Nov will be better for her too.  
Off you go and enjoy!!

---

**From:** Marie Mac Donald [mailto:s.22]  
**Sent:** Friday, September 14, 2018 9:36 AM  
**To:** Kriwoken, Lynn ENV:EX  
**Subject:** Re: Follow up materials tour call last week  
**Importance:** High

s.22

In a pinch I could do Nov 15.

Also, I can make available Nov 20, 23, and whole week of Nov 26-30

I think it is better to move it from Nov 1 Lynn<sup>s.22</sup> which is energy/vitality and it sounds like the time around that date is crazy busy. A few weeks won't make a big difference.

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

s.22

[mariemacdonald.com](http://mariemacdonald.com)



---

**From:** Lynn Kriwoken  
**Date:** Friday, September 14, 2018 at 8:24 AM  
**To:** Marie Mac Donald  
**Subject:** Re: Follow up materials tour call last week  
Nov 6 and 7, 21, 22 are out for us.s.22

s.22

Nov 5 looks good from our end but if that doesn't work for you can we keep nov 1 and hold Nov 16 as back up for now? Confirm when you are back.

On Sep 14, 2018, at 8:02 AM, Kriwoken, Lynn ENV:EX

<[Lynn.Kriwoken@gov.bc.ca](mailto:Lynn.Kriwoken@gov.bc.ca)<<mailto:Lynn.Kriwoken@gov.bc.ca>>> wrote:

I'll check re nov 16. Does nov 6 or 7 work for you?

On Sep 13, 2018, at 9:06 PM, Marie Mac Donald

s.22 > wrote:

Hi Lynn,

Nov 8 won't work as I am<sup>s.22</sup> working.

Nov 16 would work or Nov 21 or 22.

Let me know, I'll be checking email until about 10 am tomorrow morning.

Regards,

Marie Mac Donald  
Marie Mac Donald Consulting  
s.22

mariemacdonald.com

From: Lynn Kriwoken <[Lynn.Kriwoken@gov.bc.ca](mailto:Lynn.Kriwoken@gov.bc.ca)<[<mailto:Lynn.Kriwoken@gov.bc.ca>>](mailto:Lynn.Kriwoken@gov.bc.ca)>

Date: Thursday, September 13, 2018 at 4:57 PM

To: 'Marie Mac Donald' s.22

>

Cc: Geoffrey Conder <[Geoffrey.Conder@gov.bc.ca](mailto:Geoffrey.Conder@gov.bc.ca)<[<mailto:Geoffrey.Conder@gov.bc.ca>>](mailto:Geoffrey.Conder@gov.bc.ca)>

Subject: RE: Follow up materials tour call last week

Thanks Marie, I hope you are at the bottom of your to-do list.

I'll review the agenda and my EQ profile and look forward to our next meeting on October 19th.

Regarding the Nov 1 date – that week has filled up for the 4 of us with other commitments. Nov 1 is still held but 3 of us now have external meetings and travel on Oct 30-31 and again on Nov 2 so wondering if Nov 8 works for you as an alternative date? We are holding both dates for now, but Nov 8 would certainly give us more breathing room. If no to Nov 8, please send me some alternatives.

s.22

See you in October.

Lynn

From: Marie Mac Donald [<mailto:s.22>]

Sent: September 13, 2018 9:48 AM

To: Kriwoken, Lynn ENV:EX <[Lynn.Kriwoken@gov.bc.ca](mailto:Lynn.Kriwoken@gov.bc.ca)<[<mailto:Lynn.Kriwoken@gov.bc.ca>>](mailto:Lynn.Kriwoken@gov.bc.ca)>

Subject: Follow up materials tour call last week

Hi Lynn,

Attached is the agenda, Needs Assessment and a Team Charter from another group I work with.

Crazy busy week but everything is falling into place.

Please look at all yellow areas and in particular the Prewrite for my request to you before our next call.

Looking forward to working with the team.

Next time we talk we will do an hour on your Profile and then finalize the agenda.

Regards,

Marie Mac Donald

Marie Mac Donald Consulting

s.22

mariemacdonald.com

**From:** [Kriwoken, Lynn ENV:EX](#)  
**To:** ["Marie Mac Donald"](#)  
**Subject:** RE: Nov 2  
**Date:** October 29, 2018 8:52:09 PM  
**Attachments:** [image002.png](#)

---

4:15-5:15 works for me. Or 5:00 if that's the end of your day.

Thank you for accommodating.

Lynn

---

**From:** Marie Mac Donald

**Sent:** October 29, 2018 6:27 PM

**To:** Kriwoken, Lynn ENV:EX

**Subject:** Re: Nov 2

No sorry, I am tied up - what about 4:15-5:00?

Regards,

*Marie Mac Donald*

Marie Mac Donald Consulting

s.22

[mariemacdonald.com](http://mariemacdonald.com)



EQ Practitioner

---

**From:** Lynn Kriwoken <[Lynn.Kriwoken@gov.bc.ca](mailto:Lynn.Kriwoken@gov.bc.ca)>

**Date:** Monday, October 29, 2018 at 3:28 PM

**To:** MacDonald Marie <s.22>

**Subject:** Nov 2

Hi Marie, I am trying to juggle some mtgs on Friday pm. Would you be avail for a call from 1:00-2:00 instead of 3:30-4:30. If not, how about 4:15-5:00?

Tks

Lynn

**From:** [Mary Eshenko](#)  
**To:** [Kriwoken, Lynn ENV:EX](#)  
**Subject:** Read: Request for Quote - EQ Profiling and Leadership Development Services  
**Date:** January 27, 2020 2:24:51 PM

---

Your message

To:  
Subject: Read: Request for Quote - EQ Profiling and Leadership Development Services  
Sent: Thursday, July 26, 2018 10:36:23 AM (UTC-08:00) Pacific Time (US & Canada)  
was read on Thursday, July 26, 2018 10:36:09 AM (UTC-08:00) Pacific Time (US & Canada).

WESTPARK - THANK YOU  
WESTPARK - THANK YOU  
WESTPA

WestPark Lot 707  
481 KINGSTON

THIS IS YOUR RECEIPT  
Meter: Lot 707  
Trans: 018865  
Paid: \$9.00  
Purchase Time:  
2:56PM AUG 21, 2018  
License plate:           

s.22

Auth: 016831  
Expires:  
AUG 21  
5:56PM

PARKING RECEIPT  
PARKING RECEIPT  
PARK



August 31, 2018

# Invoice

No.1216

Remit to:

**Marie Mac Donald Consulting**  
s.22

Attention:

*Lynn Kriwoken*  
Ministry of Environment  
Water Protection & Sustainability Branch  
PO Box 9362 Stn Prov Govt  
Victoria, B.C. V8W 9M2

Description	Units	Rate	Amount
<b>Contract #CS19JHQ053</b>			
<b>Services</b>			
Aug 6-10 - Design, planning, set up calls	4	s.21	s.21
Aug 7-31 - Email	0.75		
Aug 21 - EQ analysis and debrief s.22 and follow up	2.75		
Aug 22 - Needs assessment collation	1		
Aug 29-31 - Session design	3		
Aug 29-30 - Administration: survey collation, agenda input and coaching notes	2		
Aug 31 - EQ analysis and debrief s.22 and follow up	3		
		<b>Total Fees</b>	
		<b>GST</b>	
<b>Expenses</b>			
Aug 7 - EQ Profiles s.22			
s.22	4	s.21	
Aug 21 - Parking			
		<b>Total Expenses</b>	
GST/HST Registration #R139030860		<b>Total Due</b>	<b>\$4,962.25</b>

September 15, 2018

# Invoice

No.1219

Remit to:

**Marie Mac Donald Consulting**

s.22

Attention:

*Lynn Kriwoken*

Ministry of Environment

Water Protection & Sustainability Branch

PO Box 9362 Stn Prov Govt

Victoria, B.C. V8W 9M2

Description	Units	Rate	Amount
<b>Contract #CS19JHQ053</b>			
<i>Services</i>		s.21	s.21
Sept 4-6 - Meeting (1 ) and design prep with L. Kriwoken (2)	3		
Sept 13 - EQ analysis s.22	0.5		
Sept 4-11 - Session design, planning call, initiative review, email	10.75		
Sept 12 - Design and PowerPoint	1.25		
		<b>Total Fees</b>	
		<b>GST</b>	
<i>Expenses</i>			
		<b>Total Expenses</b>	
<b>GST/HST Registration #R139030860</b>		<b>Total Due</b>	<b>\$4,068.75</b>

October 31, 2018

# Invoice

No.1221

Remit to:

**Marie Mac Donald Consulting**

s.22

Attention:

*Lynn Kriwoken*

Ministry of Environment

Water Protection & Sustainability Branch

PO Box 9362 Stn Prov Govt

Victoria, B.C. V8W 9M2

Description	Units	Rate	Amount
<b>Contract #CS19JHQ053</b>			
<b>Services</b>			
Oct 17-31 - email, calls	0.25	s.21	s.21
Oct 18 - Coaching and prep s.22	1.25		
Oct 19 - Prep and EQ debrief L. Kriwoken	2		
Oct 24-31 - Administration: EQ data input, coaching notes	1		
Oct 25,26 - Coaching and prep s.22 and follow up; EQ analysis, debrief and follow up s.22	4.25		
Oct 29,30 - Design and materials	1.75		
		<b>Total Fees</b>	
		<b>GST</b>	
<b>Expenses</b>			
		<b>Total Expenses</b>	
<b>GST/HST Registration #R139030860</b>		<b>Total Due</b>	<b>\$2,567.25</b>

November 30, 2018

**Invoice**

No.1225

Remit to:

**Marie Mac Donald Consulting**

s.22

Attention:

*Lynn Kriwoken*

Ministry of Environment

Water Protection &amp; Sustainability Branch

PO Box 9362 Stn Prov Govt

Victoria, B.C. V8W 9M2

Description	Units	Rate	Amount
<b>Contract #CS19JHQ053</b>			
<i>Services</i>			
Nov 2-30 - Email, calls and planning	0.5	s.21	s.21
Nov 2 - Design materials and call L. Kriwoken	2.5		
Nov 5 - Follow up	0.5		
Nov 20-23 - Administration: EQ data, PPT charts	1.75		
Nov 22 - PPT and handout package design	2.5		
Nov 23 - Materials design and team charter	2		
Nov 26 - Administration: PPT and EI Data charts	0.75		
Nov 27 - Facilitated Team Building Session	1		
Nov 28 - Administration: Report and evaluation input	3		
Nov 29 - Report	1		
		<b>Total Fees</b>	
		<b>GST</b>	
<i>Expenses</i>			
Session materials (supplied by MMDC)	4	s.21	
		<b>Total Expenses</b>	
GST/HST Registration #R139030860		<b>Total Due</b>	<b>\$5,431.75</b>

January 14, 2019

# Invoice

No.1229

Remit to:

**Marie Mac Donald Consulting**  
s.22

Attention:

*Lynn Kriwoken*  
Ministry of Environment  
Water Protection & Sustainability Branch  
PO Box 9362 Stn Prov Govt  
Victoria, B.C. V8W 9M2

Description	Units	Rate	Amount
<b>Contract #CS19JHQ053</b>			
<i>Services</i>			
Dec 1 - Team Charter preparation	0.5	s.21	s.21
Dec 19 - Coaching and prep s.22 and follow up	3		
Jan 7 - Planning for Initiative	0.5		
Jan 11 -Coaching and prep L. Kriwoken	1.25		
		<b>Total Fees</b>	
		<b>GST</b>	
<i>Expenses</i>			
		<b>Total Expenses</b>	
GST/HST Registration #R139030860		<b>Total Due</b>	<b>\$1,378.13</b>

February 8, 2019

# Invoice

No.1231

Remit to:

**Marie Mac Donald Consulting**  
s.22

Attention:

*Lynn Kriwoken*  
Ministry of Environment  
Water Protection & Sustainability Branch  
PO Box 9362 Stn Prov Govt  
Victoria, B.C. V8W 9M2

Description	Units	Rate	Amount
<b>Contract #CS19JHQ053</b>			
<i>Services</i>		s.21	s.21
Jan 14-Feb 8 - Email	0.75		
Feb 1-8 - Planning, calls	0.75		
Feb 8 - Prep, coaching and follow up <sup>s.22</sup>	1.5		
		<b>Total Fees</b>	
		<b>GST</b>	
<i>Expenses</i>			
		<b>Total Expenses</b>	
GST/HST Registration #R139030860		<b>Total Due</b>	<b>\$787.50</b>

March 25, 2019

# Invoice

No.1233

Remit to:

**Marie Mac Donald Consulting**  
s.22

Attention:

*Lynn Kriwoken*  
Ministry of Environment  
Water Protection & Sustainability Branch  
PO Box 9362 Stn Prov Govt  
Victoria, B.C. V8W 9M2

Description	Units	Rate	Amount
<b>Contract #CS19JHQ053</b>			
<i>Services</i>		s.21	s.21
March 14-22 - Email	0.5		
March 18-22 - Session prep	1.25		
March 20,21 - Coaching and prep <sup>s.22</sup>	3.75		
March 22 - Preparation, coaching and planning meeting with Lynn Kriwoken and follow up	3.75		
		<b>Total Fees</b>	
		<b>GST</b>	
<i>Expenses</i>			
		<b>Total Expenses</b>	
GST/HST Registration #R139030860		<b>Total Due</b>	<b>\$2,428.13</b>

Save your best ideas for us.		SALES PERSON		INVOICE DATE		
		Cash Sales		Apr-15-2019		
BILL TO:		SHIP TO:				
Account #: C Marie Mac Donald Consulting Attn: Gus Verstraten		Marie Mac Donald Consulting Attn: Gus Verstraten s.22				
DATE SHIPPED		WORK ORDER #		ORDERED BY		
04/15/2019		V245883		Gus Verstraten		
SHIP VIA		TERMS		PO/REQUISITION #		
		Cash Only				
DESCRIPTION	# ORIG	COPIES	TOTAL UNITS	UNIT	UNIT PRICE	TOTAL PRICE
Marie Mac Donald Consulting	0	0	0		0.0000	
Plot 20lb White Recycle 31 X 24	2	1	10	Square Feet	0.3300	3.41
<div> <div> GST # R102534617  <b>PAYMENT METHOD</b>  VISA </div> <div> \$3.82 </div> </div> <div> <div> <b>Sub Total:</b>  <b>Freight:</b>  <b>GST/HST:</b>  <b>PST:</b>  <b>Deposit:</b>  <b>TOTAL:</b> </div> <div> 3.41  0.00  0.17  0.24  0.00  <b>\$3.82</b> </div> </div>						

Page 135 of 146 MOE-2020-00181



Save your best ideas for us.		SALES PERSON		INVOICE DATE		
		Cash Sales		Apr-15-2019		
BILL TO:		SHIP TO:				
Account #: C Marie Mac Donald Consulting Attn: Gus Verstraten		Marie Mac Donald Consulting Attn: Gus Verstraten s.22				
DATE SHIPPED		WORK ORDER #		ORDERED BY		
04/15/2019		V245883		Gus Verstraten		
SHIP VIA		TERMS		PO/REQUISITION #		
		Cash Only				
DESCRIPTION	# ORIG	COPIES	TOTAL UNITS	UNIT	UNIT PRICE	TOTAL PRICE
Marie Mac Donald Consulting	0	0	0		0.0000	
Plot 20lb White Recycle 31 X 24	2	1	10	Square Feet	0.3300	3.41
<div> <div> GST # R102534617  <b>PAYMENT METHOD</b>  VISA </div> <div> \$3.82 </div> </div> <div> <div> <b>Sub Total:</b>  <b>Freight:</b>  <b>GST/HST:</b>  <b>PST:</b>  <b>Deposit:</b>  <b>TOTAL:</b> </div> <div> 3.41  0.00  0.17  0.24  0.00  <b>\$3.82</b> </div> </div>						

Page 136 of 146 MOE-2020-00181

April 30, 2019

# Invoice

No.1236

Remit to:

**Marie Mac Donald Consulting**

s.22

Attention:

*Lynn Kriwoken*

Ministry of Environment

Water Protection & Sustainability Branch

PO Box 9362 Stn Prov Govt

Victoria, B.C. V8W 9M2

Description	Units	Rate	Amount
<b>Contract #CS19JHQ053</b>			
<i>Services</i>			
April 1-30 - Email	0.5	s.21	s.21
April 3-11 - Design, materials prep, consultation, PPT, calls	6.5		
April 10 - Coaching & prep <sup>s.22</sup> follow up materials	1.5		
April 11 - Administration: PPT EI charts	1		
April 15-16 - Prep, call and follow up	0.75		
		<b>Total Fees</b>	
		<b>GST</b>	
<i>Expenses</i>			
Enlargement printing			3.82
		<b>Total Expenses</b>	<b>3.82</b>
<b>GST/HST Registration #R139030860</b>		<b>Total Due</b>	<b>\$2,505.45</b>

April 30, 2019

# Invoice

No.1236

Remit to:

**Marie Mac Donald Consulting**

s.22

Attention:

*Lynn Kriwoken*

Ministry of Environment

Water Protection & Sustainability Branch

PO Box 9362 Stn Prov Govt

Victoria, B.C. V8W 9M2

Description	Units	Rate	Amount
<b>Contract #CS19JHQ053</b>			
<i>Services</i>			
April 1-30 - Email	0.5	s.21	s.21
April 3-11 - Design, materials prep, consultation, PPT, calls	6.5		
April 10 - Coaching & prep s.22 follow up materials	1.5		
April 11 - Administration: PPT EI charts	1		
April 15-16 - Prep, call and follow up	0.75		
		<b>Total Fees</b>	
		<b>GST</b>	
<i>Expenses</i>			
Enlargement printing			3.82
		<b>Total Expenses</b>	<b>3.82</b>
GST/HST Registration #R139030860		<b>Total Due</b>	<b>\$2,505.45</b>



Save your best ideas for us.

		<b>SALES PERSON</b>		<b>INVOICE DATE</b>		
		Cash Sales		Apr-15-2019		
<b>BILL TO:</b>				<b>SHIP TO:</b>		
Account #: C Marie Mac Donald Consulting Attn: Gus Verstraten				Marie Mac Donald Consulting Attn: Gus Verstraten s.22		
<b>DATE SHIPPED</b>		<b>WORK ORDER #</b>		<b>ORDERED BY</b>		
04/15/2019		V245883		Gus Verstraten		
<b>SHIP VIA</b>		<b>TERMS</b>		<b>PO/REQUISITION #</b>		
		Cash Only				
<b>DESCRIPTION</b>	<b># ORIG</b>	<b>COPIES</b>	<b>TOTAL UNITS</b>	<b>UNIT</b>	<b>UNIT PRICE</b>	<b>TOTAL PRICE</b>
Marie Mac Donald Consulting	0	0	0		0.0000	
Plot 20lb White Recycle 31 X 24	2	1	10	Square Feet	0.3300	3.41
<div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div> <p>GST # R102534617</p> <p><b>PAYMENT METHOD</b></p> <p>VISA</p> </div> <div> <p>\$3.82</p> </div> <div> <p>Sub Total: 3.41</p> <p>Freight: 0.00</p> <p>GST/HST: 0.17</p> <p>PST: 0.24</p> <p>Deposit: 0.00</p> <p><b>TOTAL: \$3.82</b></p> </div> </div>						

Island Blue Print Co. Ltd.  
 905 Fort Street, Victoria, BC, Canada, V8V 3K3  
 Tel: 250.385.9786 Fax: 250.380.1622 Toll Free: 1.800.661.3332  
 Websites: www.islandblue.com www.printoriumbookworks.com  
 Terms: Net 30 Days, Interest: 2% per month on past due accounts

Copy 1 of 1 Customer Copy

May 31, 2019

**Invoice**

No.1240

Remit to:

**Marie Mac Donald Consulting**

s.22

Attention:

*Lynn Kriwoken*

Ministry of Environment

Water Protection &amp; Sustainability Branch

PO Box 9362 Stn Prov Govt

Victoria, B.C. V8W 9M2

Description	Units	Rate	Amount
<b>Contract #CS19JHQ053</b>			
<i>Services</i>		s.21	s.21
May 1-31 - Email, calls	0.25		
May 8 - Coaching and prep <sup>s.22</sup>	1.25		
May 22 - Coaching and prep <sup>s.22</sup>	1.25		
<b><u>ADM Office</u></b>			
May 6 - Call ADM	0.25		
May 7,8 - Administration: set up EQ Profiles	0.5		
May 7 - EQ Profile Package <sup>s.22</sup>	1		
May 8 - EQ Profile Package <sup>s.22</sup>	1		
May 31 - Follow up materials <sup>s.22</sup>	1		
		<b>Subtotal</b>	
		<b>Total Fees</b>	
		<b>GST</b>	
<i>Expenses</i>			
		<b>Total Expenses</b>	<b>0.00</b>
GST/HST Registration #R139030860		<b>Total Due</b>	<b>\$4,068.75</b>

MOE-WPS  
OAK BAY COPY CENTRE

2017A CADBORO BAY RD.  
VICTORIA B.C.  
PH. 250-595-3040  
PST-1002-5824

06/21/2019 2:40PM 0001  
000000#0741

BINDERY	1/2 \$4.75
HDSE ST	\$4.75
PST	\$0.33
GST	\$0.24

CASH \$5.32

MOE-WPS  
OAK BAY COPY CENTRE

2017A CADBORO BAY RD.  
VICTORIA B.C.  
PH. 250-595-3040  
PST-1002-5824

06/18/2019 10:41AM 0001  
000000#0548

BINDERY	1/2 \$3.50
COMPUTER	1/2 \$1.00
PAPER	1/2 \$0.25
HDSE ST	\$4.75
PST	\$0.33
GST	\$0.24

CASH \$5.32

June 28, 2019

# Invoice

No.1246

Remit to:

**Marie Mac Donald Consulting**  
s.22

Attention:

*Lynn Kriwoken*  
Ministry of Environment  
Water Protection & Sustainability Branch  
PO Box 9362 Stn Prov Govt  
Victoria, B.C. V8W 9M2

Description	Units	Rate	Amount
<b>Contract #CS19JHQ053</b>			
<i>Services</i>		s.21	s.21
June 13,14 - L. Kriwoken planning meeting, prep & follow up	4.75		
June 17-21 - Administration: Handout package, evaluation collation, charter edits	1.25		
June 19 - Finalize prep for session	1.75		
June 20 - Half day facilitated Leadership session	1		
June 20,21 - Session follow up	1		
		<b>Total Fees</b>	
		<b>GST</b>	
<i>Expenses</i>			
Bindery (booklets)	2	5.32	10.64
		<b>Total Expenses</b>	<b>10.64</b>
GST/HST Registration #R139030860		<b>Total Due</b>	<b>\$3,646.27</b>

July 31, 2019

# Invoice

No.1251

Remit to:

**Marie Mac Donald Consulting**

s.22

Attention:

*Lynn Kriwoken*

Ministry of Environment

Water Protection & Sustainability Branch

PO Box 9362 Stn Prov Govt

Victoria, B.C. V8W 9M2

Description	Units	Rate	Amount
<b>Contract #CS19JHQ053</b>			
<i>Services</i>			
July 2-25 - Planning, forecasting, email	0.5	s.21	s.21
July 2-25 - Coaching and prep L. Kriwoken	1.25		
		Total Fees	
		GST	
<i>Expenses</i>			
		Total Expenses	0.00
GST/HST Registration #R139030860			<b>Total Due \$459.38</b>



September 30, 2019

# Invoice

No.1255

Remit to:

**Marie Mac Donald Consulting**

s.22

Attention:

*Lynn Kriwoken*

Ministry of Environment

Water Protection & Sustainability Branch

PO Box 9362 Stn Prov Govt

Victoria, B.C. V8W 9M2

Description	Units	Rate	Amount
<b>Contract #CS19JHQ053</b>			
<i>Services</i>			
Aug1-Sept 27 - Email	0.25	s.21	s.21
Sept 26 - Session (2.5 hrs)	0.357		
Sept 27 - EQ Profile Package <sup>s.22</sup>	1		
		<b>Subtotal</b>	
<u>ADM Office</u>			
Sept 3 - EQ Profile Package <sup>s.22</sup>	1	s.21	
		<b>Subtotal</b>	
		<b>Total Fees</b>	
		<b>GST</b>	
<i>Expenses</i>			
		<b>Total Expenses</b>	<b>0.00</b>
GST/HST Registration #R139030860			<b>Total Due \$3,984.75</b>

<b>Marie Mac Donald Consulting Fee Schedule</b> <b>Effective January 1, 2018</b>	
Facilitated Day Session (groups under 20) Half day Facilitated Day Session (groups 20-30) <i>Based on 7 hr. day</i> <i>Groups over 30 separate quote</i>	s.21
Coaching, Consulting and Planning	
Administration	
Travel time	
Travel expenses as required with receipts <i>*Gov't Contracts Travel expenses at Group 2 rate</i>	
Session materials supplied by MMD Consulting <i>MMDC invoice to serve as receipt</i>	
EQ In Action Profile	
Team EQ In Action Profile Report and Consultation with Learning In Action Technologies ( <i>Receipt provided</i> )	Separate quote
<b>*Contracts to be made out to:</b>  Marie Mac Donald Consulting s.22	
s.21	
GST Registration # R139030860	

No.1240