

## **Sue Folinsbee**

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### **Career Summary**

- A widely published and acknowledged leader and pioneer in collaborative adult and workplace development with 30 years of experience
- An accomplished researcher and evaluator with extensive experience in a variety of contexts
- A senior not-for-profit manager with experience in developing new strategic directions, and managing multi-stakeholder project work
- Strategically networked with literacy coalitions, educational institutions, unions and other community groups across Canada, the United States and England
- Extensive project management experience in workplace learning and development projects in sectors such as hospitality, financial services, forestry, fishing, grocery products, textiles, apparel, retail, cold storage, communications, and mining, etc.
- Experienced trainer, facilitator and mentor with expertise in effective communication, clear writing, project team development, managing diversity, proposal writing, and train the trainer
- Versatility in adapting to, and working in diverse cultural contexts

### **Experience**

April 1998 - Present

#### **President**

Tri En Communications

Toronto, Ontario

Successfully operate a national consultancy with major areas of business in:

- project and program evaluation/reviews
- needs assessment and consultations
- program planning and curriculum development
- conducting environmental scans and position papers

April 2004 – January 2005

**Consultant/Coordinator**

Labour Education Centre (LEC)

Toronto, Ontario

- Coordinated and planned workshops and programs of the Hospitality Workers' Resource Centre, an action centre for hospitality workers
- Co-managed the work of five peer counsellors and outside consultants in the Centre
- Planned and executed an advocacy strategy with politicians from all levels of government for a long-term strategy for the Centre
- Coordinated an academic research project with Trent University evaluating the impact of the Centre
- Managed a national UNITE HERE project to develop a workplace essential skills curriculum for hotel workers

January 2002 – April 2004

**Co-Executive Director**

Ontario Literacy Coalition (OLC)

Toronto, Ontario

- Responsible for co-managing the work of the organization, developing the strategic direction, implementing policies, and overseeing budgets
- Co-managed a staff of six as well as five to ten consultants and various suppliers
- Managed business development and fundraising processes
- Developed and implemented the organization's communication, advocacy, and equity strategies
- Managed five to eight field development research and training projects including family and workplace literacy
- Oversaw up to ten province-wide volunteer advisory committees
- Worked with provincial and national partners to provide informed advice to government

April 1999 – January 2004

**In-Sites Researcher**

Ryerson Polytechnic University  
Toronto, Ontario

- conducted ethnographic research in the workplace as part of a five-member team; book *Reading Work: Literacies in the New Workplace* published by Erlbaum and Associates in 2004

June 1992 – April 1998

**Director of Workplace Education**

ABC CANADA Literacy Foundation  
Workplace Education Centre (WEC)  
Toronto, Ontario

- Created ABC CANADA's Workplace Advisory Service which later became WEC
- Responsible for developing and managing the highly successful consulting services of WEC
- Worked with labour/management partnerships to implement and manage workplace education projects across Canada, and the United States in the private sector
- Managed three regional staff and other outside consultants
- Played a pivotal role in policy and the strategic directions of WEC
- Developed and facilitated practitioner training institutes across Canada

January 1989 – June 1992

**Principal**

Sue Waugh Consulting  
Ottawa, Ontario

- Ran a successful consultancy service with clients from the private, public and not-for-profit sectors
- Conducted research on equity and workplace literacy issues including several access and feasibility studies
- Developed, tailored and facilitated managing diversity programs for a variety of clients
- Developed handbooks, manuals and brochures for clients
- Managed a labour adjustment and literacy program in Eastern Ontario for the Ontario government
- Coordinated and facilitated regional institutes for workplace literacy practitioners

March 1986 - December 1988 **Coordinator, Multicultural Workplace Program**  
George Brown College - Client Services  
Toronto, Ontario

- Created the program from the ground up to offer strategies to the private and public sectors on managing and valuing a diverse work force
- Assessed needs and developed diversity and workplace language and literacy programs for hotels, restaurant chains, and flight kitchens
- Won an award for innovation for diversity programs in the hospitality industry
- Designed and facilitated workplace programs in the financial services and manufacturing sectors
- Managed contract trainers and consultants
- Developed and implemented educational institutes for workplace practitioners across Ontario

September 1981 - March 1986 **Instructor, Instructor Trainer, Curriculum and Evaluation Specialist**  
Public Service Commission, Government of Canada  
Hull, Quebec

- Developed and instructed a job-related ESL program for francophone RCMP (police) members
- Developed evaluation tools for ESL programs and instructed others on how to use them
- Taught English as a Second Language to francophone public servants

### Education

- Master of Adult Education (focusing on literacy and work), St. Francis Xavier University (2002)
- Bachelor of Education, University of Western Ontario (1976) *Dean's Honour List*
- Bachelor of Arts in Sociology, University of Western Ontario (1975)

### Volunteer Work

- Director of Patient Education and Awareness for Carcinoid NeuroEndocrine Tumour Society of Canada
- Médecins Sans Frontières

### Awards

- Governor General's Diamond Jubilee Medal for Contributions to Canada in 2012