

APPENDIX B – Sample Resumes

NAME #1
Street Address
City, Province Postal Code

Business: (416) 888-8888

Fax: (416) 444-4444

Cell: (416) 222-2222

E-mail: name@name.ca

INDEPENDENT DIRECTOR PROFILE

- Chief Executive in large sophisticated corporations in both the private and public sectors of the economy.
- Extensive director experience with business and volunteer boards.
- A student and practitioner of corporate board governance and proxy voting guidelines.
- Strong financial literacy and proven track record in delivering financially healthy organizations.
- Extensive exposure to regulatory and compliance environment in Canada, U.S., and some familiarity internationally.
- Work experience across Canada combined with considerable international knowledge and travel.
- Exposure to governance issues in a controlling shareholder environment.
- Presently no relationship which may hamper ability to objectively represent the interests of a corporation.

BOARD MEMBERSHIPS

Business Boards:

Board Member – [Company Name]	2003 – Present
Board Member – [Company Name]	2000 – 2003
Board Member – [Company Name]	1999 – 2003
Chair & Board Member – [Company]	1995 – 2003
Board and Executive Committee Member – [Company Name]	1999 – 2001

Volunteer Boards:

Past Chair, Board Member – [Company Name]	1993 – Present
Chair, Vice Chair and Board Member – [Company Name]	1996 – 2003
Honorary Board Member – [Company Name]	2002 – Present
Board Member – [Company Name]	2002 – Present
President & Board Member – [Company Name]	2003 – Present

CAREER SUMMARY

[COMPANY NAME] – Toronto President and Chief Executive Officer	1993 – 2003
[COMPANY NAME] Chief Administrative Officer	1985 – 1993
Various Senior Positions	1976 – 1985
[COMPANY NAME] – Toronto Chief Financial Officer	1974 – 1976
[COMPANY NAME] – Toronto Manager, Operations Research	1968 – 1974
[COMPANY NAME] – Toronto Economist	1965 – 1968

EDUCATION

Certified Management Accountant	1983
Master of Arts (Economics) – [Name] University	1968
Bachelor of Commerce – [Name] University	1964

AFFILIATIONS

Faculty Member – [Name]
Society of Management Accountants
Pension Investment Association of Canada
Association of Canadian Pension Management
Government Finance Officers Association
Conference Board of Canada
Institute of Public Administration of Canada

OTHER INTERESTS

Golf, jogging, photography, travel



NAME #2
Street Address
City, Province Postal Code

Business: (416) 888-8888

Fax: (416) 444-4444

Cell: (416) 222-2222

E-mail: name@name.ca

PROFILE

- A Business Developer with a strategic and operations background and a strong customer focus.
 - Experienced in growing international telecommunications and high technology companies.
 - Extensive board experience on corporate governance, nominating and investment committees.
 - Experienced in acquisitions, dispositions, securities and project work.
 - Experienced in mergers, acquisitions, turnarounds and startups, building businesses to be best in class.
 - An independent thinker with good judgment and the ability to motivate cross-cultural teams in challenging environments.
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CAREER SUMMARY

COMPANY A

2002 – Present

A \$500M division of ABC Company, which provides outsourcing and customer solutions to large corporate clients in North America: 2000 employees.

President & CEO

2006 - Present

Reporting to the Board, responsible for the company's P&L as well as all operations, marketing, customer service and sales.

- Integrated 4 newly acquired companies successfully within eight months, while growing the business and driving out costs to improve the customer experience and margins.
- Grew the outsourcing and business solutions business by creating a new strategy and building a new sales team. Business grew by 50% over 3 years.
- Realigned product management, operations and sales, and grew margins by 10% while improving customer service year-over-years.
- Introduced the business to new international markets in Asia and India.

Senior Vice President, Enterprise Sales**2003 - 2006**

Reported to the President and CEO responsible for sales growth of Fortune 250 accounts, increasing annual revenues by 20%. Through 4 Sales Directors, managed 35 sales professionals and 650 accounts.

- Realigned the underperforming sales organization changing the sales model to a vertical structure aligned by industry sector.
- Re-structured the new team to compliment the new strategy and added consistent policies and procedures for sales and deal flow.
- Built a sales organization that attracted and retained new talent and became the best in class for the parent company and industry.

Vice President, Customer Care**2001 - 2003**

Reported to the President and CEO responsible for the customer and services within the Division. Managed an annual budget of \$800M and a unionized workforce of 3500 staff.

- Created a new culture focused on productivity improvement. Equipped staff with the necessary tools to reduce operating costs by 72% while maintaining quality measurements.
- Improved customer service, increased effectiveness and efficiency and advised the technical staff on how to better service the market.

COMPANY B**1990 – 2001****Vice President, Customer Service****1999 - 2001**

Reported to the President, responsible for management of four call centres, voice and data provisioning, maintenance of all channels within the company, with over 900 employees and an annual operations budget of \$90M.

- As a member of the M&A team, transformed the company from a long distance company to a local access provider through the purchase of X, XX, XXX and Y.
- Integrated the new business into a new Customer segmented model of differentiated service for Small Business and Enterprise Business.
- Key founder and architect of Z, an outsourcing and managed services business, which later became a signature program of the company growing to over \$100M per year in revenues.

Previous Experience**1990 - 1998**

Promoted through a series of progressively responsible positions from Customer Care Coordinator to Manager of Operations.

COMPANY C**1985 – 1990**

Promoted through a series of progressively responsible positions from Engineering Technician to Lead Manager for Customer Care.

BOARD DIRECTORSHIPS**Business Boards:**

Member – [Company Name]	2006 – Present
Chair of the Nominating Committee	2007 – Present
Member of the Governance Committee	2006 – 2008

Association Boards:

Member – [Association Name]	2001 – 2006
Chair of the Board	1996 – 2003
Member of the Investment Committee	2001 – 2003

EDUCATION

MBA, McGill University	2000
Bachelor of Applied Science, Electrical Engineering, University of Toronto	1983