

CURRICULUM VITAE

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Career Synopsis

Vast and varied experience in the management of not-for-profit and community-based organizations and projects, in allocating and managing human, financial and other resources, in short, mid and long-range planning, in the evaluation of program and organizational results, in coaching and developing staff and board teams and involving groups in participatory processes to meet goals, in securing financial resources and in positioning organizations and projects in the community.

Experience and Achievements

1996 to Present **P.A.I.R. inc.** (Planning, Action, Innovation, Results)

President of a small consulting firm which provides management and strategic support to non-profit organizations and community development projects as well as to organizations that work with them (Foundations, government departments) through a range of services that include: strategic planning, crisis intervention and organizational diagnosis, project management, organizational development, policy development, organizational, program and project evaluation, management assistance (human resources, fiscal management, grantsmanship), staff development and board training, among others.

Contracts have included:

- **McGill Middle East Program in Civil Society and Peace Building** (Project Management)
Assumed responsibility for the day-to-day management of the project and provided proactive leadership and strategic direction during six years. Successfully negotiated contribution agreements with the Canadian International Development Agency and prepared RBM (results based management) format project proposals and reports. Provided competent over-sight and budget management. Provided management assistance and strategic direction resulting in the establishment and consolidation of three rights-based community empowerment centers located in communities in the West Bank (Muslim quarter of the Old City of Jerusalem and Nablus) and Jordan (Amman). Contributed to the creation of a cohesive and functioning management committee comprised of representatives of Israeli, Jordanian and Palestinian universities and NGOs. Successfully organized two visits to Montreal by Her Majesty Queen Noor of Jordan as fundraising events to position the program.
- **Maison Elizabeth House** (Change Management Process)
Coached managers and facilitated a participatory process with front line workers which resulted in the successful implementation of changes following an outside program evaluation.

- **Congregation of Notre Dame (Policy Development)**

Designed and conducted a survey of the membership to identify issues affecting the sharing of the Congregation's resources. Developed a policy for donations that was adopted by the Congregation. Prepared and delivered training sessions to support the successful implementation of the policy.

- **Others**

Successfully completed various other contracts which included strategic planning, organizational diagnosis and resolution, crisis intervention, project management, staff development, board training, policy development, program and agency evaluation, management assistance as well as research and development activities leading to new programs.

September 1992 to July 1995 **YMCA de Montreal**

As metropolitan Director of Community Development, led and coordinated all the Association's community development initiatives;

- Provided proactive supervision to two program managers (International Programs & Ethnic/Minority Rights) and six directors of community projects (three in justice and three in youth employment) as well as support and counsel to ten branch managers and their community development staff operating in very diverse neighbourhoods
- Managed a budget in excess of \$4 million and successfully negotiated contracts and grants with Federal and Provincial government departments and Centraide
- Initiated and successfully completed strategic policy development processes around cultural diversity and youth initiatives as well as a review of community development priorities; all involved staff and volunteers and resulted in the implementation of organizational changes and the reallocation of resources.

1978 to 1992 **Centraide du Grand Montréal**

As Director of Allocations and Agency Relations from 1988-1992, managed the day-to-day operations of the twelve member department and coordinated the annual allocations process which then involved over one hundred and fifty volunteers.

- As a member of the senior management team, contributed to the development of Centraide and promoted its vital role in the community and awareness about social problems in Greater Montreal
- Led staff and volunteers to determine priority needs, establish criteria and identify amounts to be allocated to each of the over two hundred funded agencies; also delegated and supervised Centraide's involvement in community problem solving initiatives
- Improved working relationships with other departments (Administration, Campaign and Communications) which resulted in increased involvement and support from the agencies to Campaign and Communications
- Led a committee of volunteers in a review of the entire allocations process and initiated implementation of the recommendations.

As Assistant Director of the Department from 1986-1988, supported the Director in coordinating the work of the department and carried responsibility for specific dossiers.

- Identified information needs and coordinated the computerization of the department
- Provided professional leadership to volunteer committees to bring difficult cases to resolution (termination of funding, agency reorientation, and conflict situations).

As professional staff in the department from 1978-1988, responsibilities included liaison with funded agencies, consultation and assistance around financial and resource management, program development, evaluation, funding diversification, etc. Also conducted agency evaluations, budget and program analysis and assisted volunteers in developing sector policies, planning strategies, identifying social needs and establishing priorities.

- Initiated and developed a model for in-depth agency evaluation leading to multi-year funding
- Improved relations with funded agencies by initiating and organizing the two-day annual agency conference and establishing a committee of agency representatives active in the campaign.

1977 McGill University School of Nursing

As Research Grants Administrator, was responsible for the financial administration of three major National Health and Welfare Research grants;

- Developed a personnel policy for the Research Unit
- Coordinated the activities of a scholarly publication in nursing; improved administrative functions and increased its circulation.

1973-1977 Cerebral Palsy Association of Quebec - Montreal Division

As Executive Director, was responsible to the Board of Directors for the overall day-to-day operations and strategic directions of the agency.

- Successfully diversified sources of funding and increased revenues from governments, Centraide and independent fundraising
- Positioned the agency as an advocate on behalf of the cerebral palsied by presenting briefs and participating on committees and boards
- Introduced an annual review process within the agency which resulted in significant modifications to some programs and the introduction of new services
- Organized and coordinated the 1976 National Conference for the Canadian Cerebral Palsy Association and the Provincial Annual meeting and conference with over 200 delegates in attendance, many having special needs.

Education

Bachelor of Social Work, McGill University, Montreal

Bachelor of Science, Marianopolis College, Montreal

Various continuing education courses and professional development activities.

Languages

English (mother tongue) & French (oral excellent)