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Canadian Executive Service Organization (CESO | SACO)

FOCUS
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2008



Kativik Regional Government partnership - Page 4



New and outgoing CESO Presidents, Don Johnston (left) and Paul van der Wel (right), are pictured during CESO's Annual General Meeting activities held in Quebec City on September 12 and 13, 2008. (See more on pages 2, 3 and 9.)

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CESO Annual General Meeting 2008

By Josie Marchese

For the first time, CESO's Annual General Meeting (AGM) activities took place in Quebec City during the year of that city's 400th Anniversary. The events ran from September 12 – 13, 2008, and began Friday evening with a festive dinner.

Wanda Wuttunee, Interim Chair, served as host and explained that France Poulin had stepped down as Chair, for personal reasons. CESO staff and Volunteer Advisers (VAs) were able to meet the incoming president, Mr. Don Johnston and his wife Jeanette, who were in attendance.

Joanna Dupras, Quebec Regional Manager, was active in planning the AGM. She invited people to view an interesting photo exhibit, which had been organized by VA Marc Pelletier of the Société des photographes artisans de Québec and featured scenes of Quebec City. VA Jean Morand of the Quebec City CESO Club introduced two delegates from the City of Quebec, Lisette Lepage and Claude Côté. Ms Lepage addressed the audience and thanked everyone for joining in Quebec City's 400th Anniversary festivities. Two VAs, Hélène Dion and Pierrette Bélanger, spoke of their assignment experiences. René Lampron of the Ordre des ingénieurs du Québec presented a plaque to VA René Robitaille in recognition of his CESO volunteer work.

The business meeting took place on Saturday morning, chaired by Wanda Wuttunee. Ms Wuttunee reported on the year just completed and the expansion of our overseas program. As well, the emphasis on program focus, transparency, accountability, impact and results was expressed. Paul van der Wel added a PowerPoint Presentation on the year in review. This was followed by approval of the Audited Financial Statements, appointment of the auditors for 2008-2009, and a resolution respecting acts of the Board and the election of Directors. In all, it was a successful meeting.



Grand Chief Max Gros-Louis of the Huron-Wendat Nation is pictured performing a smudging at CESO's AGM luncheon.



R. Wayne Gladstone, CESO's new board chair.

The four new board members who joined CESO this year were introduced: Mr. R. Wayne Gladstone, Mr. Meredith (Sam) Hall Hayes, Ms Louise Marchand and Ms Anne Noonan. Mr. R. Wayne Gladstone was chosen as Board Chair. The three others that were elected to the board are Mr. Daniel Kyba, Ms Dana Reiter, and Mr. Paul van der Wel. A special thanks went to Board members who left during the past fiscal year as well as those whose terms ended with the meeting, all of whom brought their diverse skills and depth of knowledge to the Board. Retired are: Keith MacDonald, France Poulin, Elaine Ward, and Sandra White.

The Saturday luncheon guest speaker, Grand Chief Max Gros-Louis of the Huron-Wendat

Introducing CESO's new Board for 2008

Wayne Gladstone named Chair

R. Wayne Gladstone (CESO Board Chair) from Port Perry, ON, has been a CESO VA since 2006. He launched Gladstone Consulting Inc. in 2003. He is a Board member of the Lakeridge Health Services in Durham Region and of the Hospitals of Ontario Pension Plan.

Wanda Wuttunee (Past Chair) a member of Red Pheasant First Nation, Saskatchewan, is head of the Native Studies Department at the University of Manitoba and author of *Living Rhythms: Lessons in Aboriginal Economic Resilience and Vision*. Wanda joined CESO's Board in 2005 and served as Interim Chair in 2008.

Meredith (Sam) Hall Hayes from Pointe Claire, QC, is the President and CEO of CSL Group Inc., a large and growing Canadian shipping company with worldwide interests, formerly known as Canada Steamship Lines. He joined the company in 1981 as Director of Finance and prior to becoming President and CEO in 1995 was Executive Vice-President & CFO.

Daniel Kyba worked as a journalist for six years before becoming a Management Consultant with KPMG Management Consulting where he assisted senior partners with feasibility studies, organizational reviews, logistics and warehouse management, compensation reviews, etc. He left KPMG in 1991 to open his own research boutique, Kyba & Associates, out of Edmonton, AB.

Micheline L'Espérance-Labelle, a member of the Montagnais (Innu) First Nation, Quebec, lives in Montreal. A pioneer in multimedia, she is the President and CEO of International Boutiques Web (IBWeb), an Aboriginal business recognized as a leader in e-commerce. Ms L'Espérance-Labelle joined the CESO Board in 2007.

Louise Marchand lives in Ottawa, ON, and has over 20 years of international development and senior management experience, principally with CIDA. After completing a three-year assignment as Canadian Ambassador to Senegal she retired earlier this year and joined the Boards of La Fondation Paul Gérin-Lajoie and CESO.

David R. Newhouse from Peterborough, ON, is the first Principal of the Peter Gzowski College at Trent University and Chair of the Department of Native Studies. An Onondaga from the Six Nations of the Grand River community near Brantford, ON, he is an Associate Professor in the Native Studies Department and Business Administration Program.

Anne Noonan resides in Gatineau, QC, and is the President of Nika Inc. and formerly the President of Anne Noonan Associates. For over 20 years, Ms Noonan has worked with Aboriginal community groups and federal and provincial departments in promoting Aboriginal interests.

Dana Reiter, a Métis living in British Columbia, has worked in Whitehorse with the Ta'an Kwäch'än First Nation and in Bella Bella, BC, with the Heiltsuk First Nation. She is a Fellow with the International Leadership for Environment and Development program, a global network of visionary leaders who engage with sustainability challenges and opportunities.

Paul van der Wel, CESO's former President and CEO, resides in Penetanguishene, ON. Before joining CESO, Mr. van der Wel worked for 30 years with major national and international organizations and for 14 years, served as CEO of McCain Foods, in Europe. ■

CESO enters into new partnership with Kativik Regional Government

By Kathy Hughes

CESO now has an active agreement with the Kativik Regional Government (KRG) located in Kuujuaq, Quebec. This request for service arose from the identification of several promising and potential leaders within their organization and the regional government's desire to provide them with long-term, management training. This program was launched by Joanna Dupras, CESO's Quebec Regional Manager.

The January exploratory mission that secured this partnership included Joanna, Ray Busbridge, a Volunteer Adviser (VA), and two CESO/Nunavut Partnership Program Lead Volunteer Adviser (LVA) Team members, Mike Dollack and Bill Van Iterson.

The CESO assessment team met with all of the identified leaders. Each candidate was personally interviewed to assess their growth needs. Further to these interviews, some supervisors were interviewed to assess corporate needs and to ensure that individual learning plans and/or workshops would address corporate needs as well.

Later in the spring, the full proposal was signed. The decision was also made to initially manage the program from the Ottawa office, along side the CESO/Nunavut Partnership Program longer term mentorship model. The work will be carried out by two LVAs and approximately three to four VAs. The first visit with a team of four VAs took place in early July. The team members are from Ontario and Quebec and their skill set covers human resource management, senior financial management, educational programming and administration.

As capacity development is a process which requires continued effort over a long period of time, it is CESO's hope and intent that work with the KRG will continue over

five to ten years, or perhaps longer. Each year, the program will be reviewed and adjusted to take into account the changing needs and priorities of the KRG. ■



Left to right: Mike Dollack, VA; Allison Smith, VA; Kathy Hughes, Nunavut Program Manager; Susan Heder, VA; and Jean Fredette, VA.



4 Winter view of the Kuujuaq-Kativik Regional Government office.

Filipino officers visit Ontario municipalities

By Gale Lee

On June 9 - 21, 2008, CESO organized a reverse assignment (study tour) for senior representatives from seven participating municipalities of the E-Governance for Municipal Development project in the Philippines. Three representatives from the Department of Trade and Industry (DTI), CESO's local partner and active project supporter as well as our e-governance project partners, the League of Municipalities of the Philippines (LMP) and the National Computer Center (NCC) also participated. The municipal participants comprised technical officers, a municipal treasurer, municipal planning and development officers as well as a human resources officer from each of the municipalities of Binalonan, Carmona, Guagua, Imus, Lucban, Orion and San Antonio. The group was accompanied by Robert Sagun, CESO's E-Governance Project Officer in Manila. During the tour, four VAs, R. Wayne Gladstone (CESO's new Board Chair), Mike Garrett, Leslie Strike and Ron Crabtree facilitated visits to nine municipalities, Stouffville, Scugog, Ajax, East Gwillimbury, Uxbridge, Fort Erie, Niagara Falls, Caledon and Milton, plus the Municipal Property Assessment Corporation (MPAC).



The purpose of this reverse assignment was to expose participants to:

- best practices in e-governance in Canadian municipalities
- tangible benefits of implementing e-governance
- methodologies and processes which they can replicate in their own municipalities/institutions

In addition to benefitting from practical demonstrations of e-governance programs by the host municipalities and MPAC, the group participated in workshops conducted by CESO VAs on strategic planning, project management and real property tax systems.

The reverse assignment provided an ideal learning environment for the project beneficiaries to understand e-governance best practices and to become e-governance advocates upon their return to the Philippines.

The representatives described the tour as beneficial and they gained a deeper understanding of the positive impact and advantages of implementing e-governance in municipalities as well as the lessons learned to overcome challenges. The technical officers gained specific knowledge and skills regarding how to maximize Information and Communications Technology resources in their respective municipalities and the importance of an Information Systems Strategic Plan in the implementation of e-governance programs. The participants also gained heightened self-confidence and self-esteem due to the new knowledge and the enhanced skills acquired during their visit.

The host municipalities were very gratified to be a part of the reverse assignment and appreciated the exchanges of experiences with their Filipino counterparts. According to Bev Hendry, Chief Administrative Officer of the Township of Scugog, "I wanted to let you know that I have received very positive feedback from the Township staff that participated yesterday. They were as enthused about learning about the systems in the Philippines as our guests were of us. Thank you very much for giving the Township an opportunity to participate in this study tour." ■

Europe Program expansion and enhancements

By Irina Edilova

The CESO Europe Program, supported by the Canadian International Development Agency (CIDA), was originally a five-year (2004-2009), \$8.75 million program designed to support the private and public sectors in selected countries in adjusting to market-driven economies and to provide administrative and policy guidance to emerging non-governmental organizations. On March 25, 2008, an Amendment to the Europe Program's Contribution Agreement was signed with CIDA. This Amendment extends the Program to March 31, 2010 and increases funding by \$3.4 million for a total value of \$12.15 million. The Amendment also calls for the need to utilize a more focused and results-oriented programming approach.

The Program now encompasses the old delivery model of placements with individual private enterprises and key public institutions with one that works with and through Partner Institutions in delivering assistance to the private and public sectors. Each country constitutes a sub-program and consists of two components: 1) a series of individual projects designed with key Partner Institutions through which assistance will be delivered to both the Partner and its client base. The projects' objectives will be to build the capacity of the Partners and their respective clients such that partners can continue with the role of CESO upon completion of this program; and 2) individual assignments that will provide assistance to clients within selected sectors.

As such, each country sub-program contributes to the Program's overall goal of supporting Armenia, Georgia, Russia, Serbia and Ukraine in the development of market economies and the institutional strengthening of government and non-government entities.

The Program utilizes the Lead Volunteer Adviser (LVA) approach where a VA is recruited specifically to manage the partner and their needs in a holistic manner. Based on a detailed needs assessment undertaken by the LVA, the assignments required to assist partners attain their goals are outlined. A strategy for assistance is prepared which details individual VA assignments, project monitoring and evaluation, all of which is captured in the Institutional Action Plan (IAP).

Seventeen Partners in five countries have been identified based on their positions within the relevant sectors. Further, a gap has been identified, which the CESO program will fill while adding value. At the end of the program, Partners are expected to more effectively and efficiently carry out the component of their work enhanced by CESO assistance. Among CESO Partners are business centres, business incubators, hospitality schools, professional associations, consulting companies, NGO associations, women's associations, and regional ministries of economic development. To date, LVAs have been selected for almost all established Partners and the first Needs Assessment missions have taken place. The Institutional Action Plans have been prepared for each Partner and the first "partnership" applications have started arriving.

The Program team consists of the following staff positions:

In-Canada staff

- Irina Edilova, Program Manager
- Alexa Carson, Program Officer

ISO training for Bolivian food processor

The food processing sector is key to economic development and poverty alleviation strategies in Bolivia. With this in mind, Volunteer Adviser (VA) Lorne Duquette was deployed to Bolivia for two weeks in August 2008 to provide ISO 22000 training to CESO client Saite SRL, a food processor of organic products such as quinoa, amaranto and sesame seeds.

By completing the ISO 22000 Standard, Saite SRL will not only be able to meet local needs, but also to compete in international markets ensuring greater sustainability of results. Furthermore, being one of the first companies in Bolivia to become certified to the ISO 22000 standards, Saite SRL will enjoy an increase in prestige and serve as an example to other Bolivia food processors.



From left to right are: Eduardo, Food Safety Team leader, Saite SRL; Lorne Duquette, VA; and Maria-Renee Monje, translator.

Working through a translator, VA Duquette provided theoretical and practical training to eight Saite SRL employees. At the conclusion of the assignment, with the presentation of a final report and action plan, Saite SRL General Manager, Mr. Dionnico Huayllani said that "Over the last few years, we have had a number of external consultants help us with various food safety initiatives and found that for the most part, they resulted in a negative attitude of doom and gloom with respect to what actions are really needed... that attitude was completely reversed since we realized that although the ISO 22000 Food Safety Management System (FSMS) is not overly complicated, it contains a considerable amount of detail that can easily be addressed with a practical and achievable step by step approach. In other words, our people now feel positive and confident that they will be able to continue with the systematic development and implementation of an effective FSMS."

Since joining CESO's Roster of VAs in 1993, Mr. Duquette has completed over 50 international assignments. ■

Continued from page 6

- Ashna Faroze, International Coordinator
- Anna Eloi-Francis, International Coordinator

Overseas staff

- Armenia: Arthur Kazarian, Country Representative
- Georgia: Asmat Abesadze, Country Representative
- Russia-Moscow: Alexander Sergeev, Country Representative
- Russia-Chelyabinsk: Natalia Plotinskaya, Regional Representative
- Serbia: Milos Pavlovic, Country Representative
- Ukraine: Olga Vergeles, Country Program Manager, located in Kiev
 - Sergey Okhotnik, Regional Representative, Dnepropetrovsk
 - Ihor Markuts, Regional Representative, Lviv

CESO maintains field offices in the six selected countries which report directly to the Program Manager at CESO HQ. Two newly opened regional offices in Ukraine report directly to the Country Program Manager in Ukraine. In total, there are eight CESO field offices in Eastern Europe. With a need for the implementation of a programmatic approach to our work, support staff have been hired in each field office to complement the Country Representatives. ■

Communication Workshop in Pangnirtung, NU

By Kathy Hughes

Effective communication is essential for people working together to complete the many tasks which happen in all settings, but it is even more important in the complex settings of isolated health and social



services workplaces. These settings are enriched by different professional groups working together and by the different cultures of both the residents and those from away. These differences enhance resources, but can also impede effective communication. It was to facilitate learning within such a setting that Communication Workshops were developed and given in Pangnirtung, Nunavut in May 2008 by CESO Volunteer Advisers (VAs).

The CESO Nunavut Partnership Program has been collaborating with the Baffin Region, Government of Nunavut Health and Social Services (H&SS) Department since 2005.

Roxanne Stuckless, Executive Director of Baffin H&SS working with Betty Bergin, CESO VA who is responsible for mentoring in H&SS, Pangnirtung requested communication workshops for all of the H&SS staff in Pangnirtung.

A pre-workshop questionnaire was completed and, based on the responses, the workshop outline was developed. The workshop was developed by VAs Mary Lou Ware, Kitty Francis and Betty Bergin, with Mary Lou and Kitty presenting it.

The overall goal of the workshop was to support the development of more effective communication skills in the Pangnirtung H&SS offices. A total of 26 staff attended the three, one-day workshops, including team members from both the Health Center and the H&SS Headquarters. There were equal numbers of Inuit and non-Inuit participating.

Content addressed communication in the following areas: one-on-one, telephone, teleconference, and in a team environment. Materials included how to think and plan ahead, become a better listener, communicate in unfamiliar situations, confront difficult situations, give feedback, pay attention, cultural differences, assertiveness, and participation in role playing.

Detailed planning, including built-in practice time to really reinforce learning was completed prior to the workshop. The setting provided a positive and safe learning environment for "testing" and sharing of solutions and idea-exchanges. Facilitators observed that the tension of the participants decreased throughout the day, and there were some wonderfully creative ideas brought forward in the practice sessions. Time was given to discuss cultural differences and examples of some were given. Shaking hands and greetings are two examples of such differences.

At the conclusion of the visit, staff appeared to be more open with each other after the workshop and comments from staff were made that people were already using the learned skills. The department has already requested additional communication workshops and a follow-up team development session. ■

Miziwe Biik-CESO: Supporting Aboriginal youth

Charlene Grandmaison, Ontario Region Administrative Assistant recently visited CESO's longstanding partner Miziwe Biik Aboriginal Employment and Training Centre in Toronto. Charlene (left) met and is pictured with Kenn Ross, Manager of the Aboriginal Business Resource Centre.



Through CESO's partnership with Miziwe Biik over the past four years, Volunteer Advisers in the Toronto area have mentored dozens of Aboriginal entrepreneurs. CESO Ontario Region and Miziwe Biik are looking forward to working together again in 2009 on a program to support local Aboriginal youth exploring employment options. ■

AGM continued... VAs honoured with Aeroplan Award

Continued from page 2

Nation, treated everyone to a thoughtful and humorous speech. Chief Gros-Louis is well-known for his commitments as both the Founder and Manager-Leader of a number of organizations devoted to Native culture and rights. For 10 years, he was vice-president of the *Association professionnelle des artisans du Québec*. From 1964 to 1984, he was Grand Chief of the Huron-Wendat Nation. In 1984, he retired from political life, but by 1987 he was back, and in 1994 he was again elected Grand Chief. In 2004, a new election returned him to the helm of the Nation for another four-year mandate.



Interim Chair, Wanda Wuttunee (left) presents the Aeroplan Volunteer of the Year Award to VAs Hélène Dion and Robert de Chancenotte at the CESO AGM.

Alden Hadwen, the Manager of Community Investment at Aeroplan, could not attend the AGM, but graciously supplied CESO with two prizes of 25,000 Aeroplan Miles each for this second annual Aeroplan Volunteer of the Year Award. The recipients, VAs Robert de Chancenotte and Hélène Dion, were chosen by CESO's senior management team based on their demonstrated superior, year-long in-house or CESO Club work and dedication to both CESO National and International Services.

The activities ended on a positive note leaving CESO with a new board and looking to the future with new challenges and opportunities. ■

Paul van der Wel receives best wishes from staff upon his retirement



Paul with his Senior Management Team at his send-off party which took place at Operations Centre in late September 2008. From left to right are: Bob Dickson, Vice-President National Services; Terry Brackenridge, Secretary/Treasurer and CFO; Dorothy Nyambi, Vice-President International Services, and Paul van der Wel, outgoing President and CEO.

Support to SME-Youth program ends

CESO National Services' Support to SME-Youth program officially ended on Friday, August 29, 2008.

The goal of the program, which began in 1999, was to provide young entrepreneurs on the island of Montreal with financial management, administration, strategic planning, human resources, sales and marketing, and other services to help their businesses succeed. Clients received

ongoing mentoring from CESO Volunteer Advisers, seasoned professionals with a lifetime of experience to share. The program scored high satisfaction ratings from its clients as recorded in two, independent, program evaluations. The decision to end the program was based on funding.

CESO thanks Support to SME-Youth staff Chiara Marcazzan (Program Manager) and Michelle Vyboh (Co-ordinator) for their hard work and dedication and we wish them all the best in the future. CESO also thanks Joanna Dupras, who remains in her position as the Quebec Regional Manager, for her leadership during the run of the program.

Arrivals - Welcome to CESO

- ☐ Alexa Carson, Program Officer- Europe, International Services
- ☐ Alex Gillis, Public Engagement Officer
- ☐ Tara Keel; Program Coordinator, Dartmouth, NS, National Services

Departures - We wish you well

- ☐ Ruth-Claire Alinas, Director of Human Resources and Volunteer Services
- ☐ Kathy Hughes, Nunavut Program Manager in Ottawa ■

VAs feedback

CESO volunteers, we want to hear from you. Please submit any comments, questions, or complaints to volunteers.toronto@ceso-saco.com.

Update your volunteer file information

Do you have a new e-mail address or a change in your personal information? Do you want to add to your skills classifications? Roster Services staff keep your personal information up-to-date. Please e-mail any changes to volunteers.toronto@ceso-saco.com.

VAs in the Media

If you have been contacted by the media for an interview, have been invited to speak about your CESO experiences, or will be given an award, please contact us. For

international related work, please contact **Alex Gillis**, the new Public Engagement Officer, at agillis@ceso-saco.com. For **national** related work, please contact **Josie Marchese**, Communications Manager, at jmarchese@ceso-saco.com.

In Memoriam

Our condolences go to the families of the following CESO volunteers who recently passed away:

- Herbert Cohen** of Dollard-des-Ormeaux, QC
- Raymond La Roche** of Canton de Magog, QC
- Gilbert Robinson** of Moncton, NB
- Claude Tremblay** of Quebec, QC
- Ronald Wells** of St. Andrews, NB

Their friends and associates will miss them. ■

Gender Audit update

By Shanaz Sutherland

As mentioned in the previous edition of FOCUS, CESO initiated a Gender Audit & Capacity Building Project in May 2008. During the last four months the gender audit consultants completed the set-up phase, launched an online organization-wide baseline assessment survey, conducted a series of focus groups to discuss the results of the baseline assessment and reviewed organizational and program documents.

Despite the advancements made, the consultants felt they needed more feedback from staff in the Toronto office. Staff business trips and other circumstances made participation in the survey challenging and due to the importance of this Project, CESO decided to extend the baseline phase to garner more participation.

As such, a meeting was held on September 4th to re-launch the project and to allow staff to answer questions regarding the Audit and its relevance. Karen Craggs of Gender Equality Inc. presented an overview of the projects objectives and its importance. Also, during the meeting, staff who did not complete the survey during the first round were given an opportunity to answer the baseline survey. The enthusiasm and interest generated during the meeting was exciting and is a great starting point for the next phases.

As the Project moves forward there is an increased emphasis on in-field staff and seeking to obtain their input during the process. In order to accomplish this, all Country Representatives have been asked to complete the baseline survey as well as participate in the future focus groups. The goal is to examine the status of gender mainstreaming in CESO's programs in the following areas:

- Program planning
- Monitoring and evaluation
- Program partners
- Implementation
- Program related expertise
- Links to CIDA, national gender policies and local gender resources.

Before summarizing the results and developing tools, the Project will require more participation from Board, volunteers, and staff. In the upcoming months additional surveys will be released to target groups within CESO in order to acquire more specific information to help in the development of gender mainstreaming tools for the organization. We look forward to the future stages of the project and thank you for your continued participation. ■

Overseas reps travel to Toronto for training

The pictured in-country representatives travelled to Toronto in September to meet CESO staff and receive information and training. In the photo, from left to right, are Joycelyn Williams, Country Representative, Guyana; Pierre Dvonou Lokossou, Country Representative, Benin; Ivy Kwadzo, Country Representative, Cameroon; and Marianela Montes-de-Oca, Program Officer, Bolivia. ■



CESO Clubs

Vancouver Island

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tom.robertson@shaw.ca
Adrienne Kemble, Co-chair
(Nanaimo) 250-751-1337
akemble@telus.net
The Club is divided into two branches, one in Victoria under Tom Robertson, and the other in Nanaimo under Adrienne Kemble.

Surrey/White Rock

Michael Podolsky, Chair
mikepodolsky@shaw.ca
The club meets the third Tuesday of February to June and September to November, at the White Rock Library. Visitors and new CESO members are welcome.

Vancouver/North Shore

Priidu Juurand, Co-Chair
604-872-6001
priiduj@shaw.ca
The Club meets on the second Tuesday of the month at the West Vancouver Library.

Southern Alberta

John Skelton, President

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Our luncheon meetings will be held the first Monday of October, December, February, April and June. For further information, please contact John Skelton.
Executive: John Skelton, President; Bertha Davis, Treasurer; Tony Strickland, Secretary; Jack Heynen, Past President; and Ron Foyer, Gerry Pulak and George Steber.

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There will be a lunch and spring meeting in April 2009. Contact Soren Sondergaard for more information.

Niagara

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The club meets for lunch at a St. Catharines restaurant.

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