

Norma Glendinning, MBA, CMC



BACKGROUND

Norma Glendinning is the most recent addition to Berlin Eaton. She is a Certified Management Consultant with 15 years of experience helping public sector organizations continuously improve their effectiveness.

Norma received a Bachelor of Arts Degree in English in 1991, followed by a Master's Degree in Business Administration in 1994—both from the University of Victoria.

Following her graduation from UVic in 1994, Norma began her professional career as a management consultant with KPMG. One of the more interesting she projects was involved with was developing and delivering a training program for all Forest Renewal BC staff. She also helped evaluate a number of different government initiatives such as a child care expansion initiative, a waste management initiative, and the BC Land Claims Settlements.

In 1997 she joined the Office of the Auditor General of BC (OAG) doing independent assessments of public sector performance and accountability.

Over her years at the OAG, Norma progressed steadily from project leader, to director, and ultimately to Assistant Auditor General. She also led a continuous improvement initiative within the office, hiring Berlin Eaton to facilitate the process. She was so impressed with their methodology and

professionalism that she decided to join their team!

EDUCATION and DESIGNATIONS

- **Certified Management Consultant (2000)** *Awarded the Gold Medal for receiving the highest mark in Canada on the comprehensive exam*
- **Master of Business Administration** *University of Victoria (1994)*
- **Bachelor of Arts, English** *University of Victoria (1991)*

SELECTED EXPERIENCE

BC Office of the Auditor General 1997 to 2010

The BC Office of the Auditor General serves the people of British Columbia by conducting independent reviews and advising on how government is managing its responsibilities. As Assistant Auditor General, Norma led a group of professional staff and contractors in conducting program reviews within the BC public sector.

During her years at the office, Norma led reviews in a variety of different organizations including the Ministries of Health, Education, Advanced Education, Transportation, Forests, Attorney General, and Labour and Citizen Services, as well as other public sector organizations such as the Public Service Agency, health authorities, school districts, and post-secondary institutions.

Auditor General Continuous Improvement Project 2008

Norma was the Client Lead in the OAG continuous improvement project. She worked with Berlin Eaton to lead a team of staff at all levels to develop a quicker and more consistent process for performing audits. Results included

a consistent process to be used across all areas, a set of standardized audit tools and higher levels of engagement among staff.

Auditor General Audit Projects Cross-government projects

Norma led a number of cross-government projects. She assessed the quality of government's annual reports and their procurement processes. She also led two projects that assessed the quality of the work environment in the BC public service. These projects contributed to significant, positive changes in the way public service staff are supported and managed.

Health and Education Projects

Norma also led a number of projects in the health and education sectors that led to improvements in performance and accountability. She was the director responsible for conducting audits in the education sector. During this time, she led projects that looked at literacy, post-secondary expansion, trades training and special needs education. In carrying out these projects, Norma worked with the Ministry of Education and the Ministry of Advanced Education as well as a selection of school districts and public post-secondary institutions.

As Assistant Auditor General, Norma was responsible for conducting performance audits in a number of different sectors, including the health sector. She led a project that looked at electronic health records and another one that looked at a key aspect of infection control.

OTHER INTERESTS

Norma is a Director on the Victoria Board of the Institute of Public Administration of Canada and volunteers at Broadmead Lodge Residential Care Facility. She loves running, Zumba, Latin dancing and spending time with her friends, family and pets.