

# DARSHAN SINGH, B.COM, B.A.

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## PROFILE

*Human Resources Management / HR Operations / Corporate HR*

Accomplished 25+ year career as a Human Resources practitioner, including both private and public sector experience. Significant background in the provision of trusted strategic counsel to CEOs and executive leadership teams, enabling organizational performance through people, culture, and governance excellence while balancing strategic vision with practical, cost-effective solutions, leveraging technology to improve efficiency and deliver measurable results in a collaborative, team-centric style. Fluent in both English and French

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## PROFESSIONAL EXPERIENCE

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**HUMANIQ CONSULTING CORPORATION, Ottawa, Ontario (2025-present)**  
**MANAGING PARTNER**

Co-founded a consulting practice specializing mainly in provided expert exit interview services to organisations in order to improve retention, employee morale and attenuate risks and costs related to employee turnover in the workplace.

**DARSHAN SINGH HR SERVICES, Ottawa, Ontario (2017-2025)**  
**PRINCIPAL OWNER AND CONSULTANT**

Expert advice provision in the areas of Collective Bargaining, Labour Relations, EX Resourcing, Staffing and Recruitment, Classification, Compensation, Learning, Training and Development, and Performance Management. Assist senior management in the development of HR practice to facilitate people management for large branches with various public and private sector employers.

**CANADIAN COAST GUARD, Ottawa, Ontario**  
**MANAGER, FORCE GENERATION PROJECT (2018 – 2025)**

Project lead for Force Generation (FG), an innovation at the Canadian Coast Guard (CCG), and in fact, within the government, with a mandate, through thorough consultation, to deliver Human Resources (HR) products for clients and to redesign the HR methodology used at the CCG to attract and retain specialized employees in shortage areas while respecting legislation and policies.

**SENATE OF CANADA, Ottawa, Ontario**  
**CHIEF HUMAN RESOURCES OFFICER - EX-3 Equivalent (2013 – 2015)**

Led a large multidisciplinary team and overseeing all facets of HR management for the Senate of Canada. Member of the Senate of Canada's Internal Economy Advisory Team. Provided expertise as a trusted HR business partner to advise Senior Management on a wide range of human resources issues and topics. ***Selected accomplishments:***

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- Led a team responsible for the implementation of the first ever Employee Portal where all corporate services can be accessed using one tool.
- Interacted with political leadership (Speaker, Board of Internal Economy members) related to the administration of the Senate of Canada, more specifically with regards to human resources matters.
- Under the mandate of the HR modernization project, developed and managed the Senate's first ever HR planning initiative to identify a clear understanding of the organization's current and future business strategy. Responsible for then identifying the key gaps between the talent already in place and the talent required to drive organizational success and then develop a thorough talent management plan.
- Advised the Executive Committee at the final level of the grievance procedure on all matters, including staffing, labour relations, collective bargaining, and classification, before such matters could be brought to adjudication

CANADA SCHOOL OF PUBLIC SERVICE, Ottawa, Ontario

**DIRECTOR, CORPORATE HR & DIRECTOR GENERAL, HR (a) - EX-1 Equivalent (2011 – 2013)**

Managed a large team of HR professionals in the delivery of the human and financial resources of the corporate HR section and directed the development of strategies, the implementation and delivery of external recruitment campaigns.

***Selected accomplishments:***

- Managed the human and financial resources of the corporate HR section and directs the development of strategies, the implementation, and delivery of external recruitment campaigns, including specialized recruitment for specific client needs in a diverse geographic area.
- Provided expert advice and briefings to the President, Director General – Human resources, management teams and senior executives across the School on executive group policy and program issues, many of a sensitive nature and often under severe time constraints.
- Managed several groups, including: Executive Resourcing, Corporate HR programs (organizational design, corporate classification and staffing), Compensation & Employee Benefits, Labour Relations, HR Systems, and Employee Wellness / Values & Ethics / Learning & Training.

PUBLIC SAFETY CANADA, Ottawa, Ontario

**DIRECTOR, HUMAN RESOURCES OPERATIONS – EX-1 Equivalent (2009 – 2011)**

Managed the human and financial resources of the resourcing, classification, and compensation sections and directed and delivered strategies for external recruitment campaigns, including specialized recruitment for specific client needs across the country. ***Selected accomplishments:***

- Managed the human and financial resources of the resourcing, classification, and compensation sections and directed the development of strategies, the implementation, and delivery of external recruitment campaigns, including specialized recruitment for specific client needs in a diverse geographic area.
- Provided strategic advice, guidance and options for the Department and its portfolio partners developing their HR plans, including options linked to employment equity, COOP, Post Secondary Recruitment, the Federal Summer Work Experience Program, etc.
- Formulated recommendations to the Director General, HR and ADM, Corporate Management Branch, on changes to and development of programs and policies to meet the needs of the Federal Public Service nationally and at the regional level.

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OFFICE OF THE CHIEF HUMAN RESOURCES OFFICER  
& PUBLIC SERVICE COMMISSION OF CANADA, Ottawa, Ontario  
**EXECUTIVE RESOURCING ADVISER (2004 – 2009)**

Managed strategic, high-level talent acquisition, partnering with senior organizational leaders to understand needs, developing complex sourcing plans, running executive searches (including assessment and testing, compensation negotiation), building talent pipelines, promoting the Government of Canada employer's brand, and ensuring compliance, aiming to secure top-tier talent for critical roles. ***Selected accomplishments:***

- Managed portfolio of clients and requests in effort to staff various Assistant Deputy Minister (EX-EX5) and other executive positions (EX1 to EX3)
- Provided full range of staffing, consultation, and retention to client HR departments and client-based Executive Resourcing groups.
- Worked with Canada Public Service Agency (CPSA) classification experts to help client departments prepares Treasury Board of Canada (TBS) submissions on classification-related issues.
- Assisted in the management of the Government of Canada's centralized development programs such as the Management Trainee Program (MTP) and Accelerated Executive Development Program (AEXDP).

**Additional past experience:**

- Resourcing Officer – (E-Resourcing Technology), Public Service Commission (2003-2004)
- HR Advisor - Canada Customs and Revenue Agency – (2001-2003)
- Technical Recruiter – Manpower Professional (1999- 2001)
- Jr. Sales Advisor – ScotiaMcLeod Inc. (1997-1998)

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## **EDUCATION & CREDENTIALS**

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UNIVERSITY OF OTTAWA

**Bachelor of Commerce (B.Com.), Finance and Human Resources (1992-1996)**

UNIVERSITY OF OTTAWA

**Bachelor of Arts (B.A.), Economics (1995-1997)**

***Professional Development:***

- Collective Bargaining, Mediation, Labour Relations, Classification, Staffing (Canada School of Public Service)
- Agile Technology, Programming, Web Development, Data Analysis (Information Technology Institute)

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