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PAMELA M. LARGE MORAN, B.A., LL.B. LL.M. (ADR), C. MED., C.ARB.

SYNOPSIS

Key Qualifications

- A resourceful and highly effective Legal and Dispute Resolution Professional (Investigator, Mediator, Arbitrator/ Adjudicator) with over twenty-eight years of experience
- A wealth of professional knowledge and experience in Civil Litigation, Administrative Law, Labour and Employment, Human Rights, Dispute Resolution, Investigation, Arbitration/Adjudication, Class Action Claims Evaluation, and Restorative Processes
- Presenter/Trainer/Writer in the areas of Alternative Dispute Resolution (ADR), Respectful Workplace/Bullying/Harassment, Workplace Codes of Conduct, Human Rights, Restorative Processes, and The Truth and Reconciliation Commission (TRC) Justice Calls to Action
- A deep understanding of and broad experience in dealing with highly sensitive issues, including significant experience working with individuals who have suffered abuse and trauma
- Strong communication skills, solid process capabilities, open-minded and fair, respectful and trauma-informed, robust and broad capacity to develop and lead neutral and procedurally fair investigations, adjudicative processes and restoration
- Solid investigative and adjudicative abilities, including strong interviewing techniques, ability to assess credibility and reliability, analyze documentary evidence, apply a standard of proof, and comprehensive report and decision writing
- Experience and understanding of strict confidentiality requirements, security of sensitive/protected information, Federal Government Security Clearance (Reliability PWGSC, RCMP, Crown and Indigenous Services and Canadian Industrial Security Directorate PWGSC Designated Org Screening Reliability status and Documentary Safeguarding Capability - Protected Level B)
- Ability to provide services in English language

Professional and Community Affiliations

- Co-Chair of the Minister of Justice Advisory Committee on Restorative Justice (PEI) (2017- present)
- Past Director and Vice-President of the ADR Institute of Canada (ADRIC) (2009 - 2014)
- Past President and Director of the ADR Atlantic Institute (ADRAI) (2007- 2015)
- Chair Aboriginal Law Section-Canadian Bar Association (CBA) PEI and National Committee member (2017- present)
- Chair Alternative Dispute Resolution (ADR) Section - Canadian Bar Association (CBA) PEI (2013 - 2017)
- Member of the Federal Court of Canada and Aboriginal Law Bar Liaison Committee and Sub-Committee on Federal Court Practice Guidelines on Dispute Resolution for Aboriginal Proceedings
- Board Vice-President of the PEI Community Legal Information Association (CLIA) (2018 - present)
- Member of the PEI Poverty Reduction Advisory Council (2017-2018)
- Member of the Law Society of PEI Call to Action Committee (2017 - present)
- Member of the Council of Canadian Administrative Tribunals (CCAT) (2017 - present)
- Member in good standing of the Law Society of Ontario (1991 - present)

- Member in good standing of the Law Society of Prince Edward Island (1999 to present)
- Member of the Atlantic Provinces Trial Lawyers Association (APTLA) (2009 to present)
- Member of the Advocates Society (1995 to present)
- Board Member of the United Way of Prince Edward Island (2018 to present)
- Board Member of the Canadian Cancer Society (Prince Edward Island Division) (2012 to 2014)
- Canada Games Appeal Committee Member Speedskate PEI (2014-2015)

Achievements and Recognition

- Inductee - Schulich School of Law at Dalhousie University Bertha Wilson Honour Society (2017) "extraordinary alumni/geographic reach and contributions to law and society"
- Contributor to the book, *Mediation: A Comprehensive Guide to Effective Client Advocacy*, Dr. Martha Simmonds (Emond Publishing, 2016)
- Recipient of the ADR Institute of Canada (ADRIC) National Lionel J McGowan Award of Excellence in Dispute Resolution (2012)
- Co-editor of *ADR Perspectives*, the quarterly official publication of the ADR Institute of Canada (ADRIC) with a cross Canada editorial board (2017 to present)
- PEI Law Society Bar Admission Instructor Alternative Dispute Resolution (ADR) (2017 to present)
- Member of the ADR Atlantic (ADRAI) Chartered Mediator credential/assessment committee (2009 to present)

PROFESSIONAL EXPERIENCE

Conflict Resolution Services (CRS) Atlantic (2003-Present) ***Investigator / Arbitrator/Adjudicator / Mediator***

i. Investigator

2009-present: Conducts thorough and procedurally fair investigations of formal complaints relating to harassment/sexual harassment, violence in the workplace, human rights, and breaches of Codes of Conduct in workplaces (both public and private sector), organizations and institutions (including Post-Secondary Institutions). Involves in person interviewing (Complainants, Respondents, and witnesses), comprehensive report writing and recommendations.

Public Sector

- Royal Canadian Mounted Police (RCMP) Harassment Unit (NHQ) Roster (2019)
- Sport Dispute Resolution Centre of Canada (SDRCC) Investigation Unit (Harassment and Abuse) Roster (2019)
- Informal Conflict Management Services (ICMS) Employee Assistance Services (EAS) Government of Canada Departments Roster (2019)

Private Sector

- National and Provincial Organizations, Post-Secondary Institutions, Boards, Crown Corporations, Healthcare, Financial Institutions, Construction Industry, Commercial/ Business Workplaces

ii. Arbitrator/Adjudicator

- **2019-present: Canadian Free Trade Agreement (CFTA) Compliance and Appellate Review Panel Member**
- **2017-present- Environmental Protection Tribunal of Canada (EPTC) - Review Officer-expert adjudicator conducting reviews/appeals of Compliance Orders and Administrative**

Monetary Penalties (“AMPs”) under various Federal Environmental Acts and Regulations. Assisted in the process design and development of Rules for this new Federal Tribunal.

- **2016-present: Canada Revenue Agency (CRA)- Independent Third-Party Reviewer/Arbitrator-** Conduct (sole) in person arbitration processes and write decisions relating to labour relations/ staffing issues
- **2016-2017–Newfoundland and Labrador Residential Schools Class Action Settlement -Claims Evaluator/Appeals Officer-** One of four Appeals Officers appointed to conduct reviews/appeals of historic abuse compensation claims under the lead adjudicator, former Supreme Court of Canada Justice, Frank Iacobucci
- **2015-2016: The Nova Scotia Home for Colored Children (NSSC) (2013) Class Action Settlement - Claims Evaluator** – Conducted in-person evaluations/interviews of historical institutional abuse claims and wrote compensation decisions within a Restorative Justice framework/trauma-informed approach
- **2011-2018: Indian Residential Schools Secretariat Independent Assessment Process (IAP) – Class Action Settlement -Adjudicator-** Conducted compensation hearings (over 300) across Canada of former students of Indian Residential Schools who suffered abuse (both Standard and Complex Track claims). This work provided significant case management, adjudication (Inquisitorial Model), and decision writing experience, as well as substantial understanding dealing with sensitive issues with a trauma-informed approach

iii. Mediator

- **2017-present–Crown-Indigenous Relations and Northern Affairs (CIRNA) - Roster Mediator** - Specific Claims issues, Aboriginal comprehensive land claims negotiations, Self-Government, complex multi-party and multi-issue negotiations and other issues in Crown-Indigenous relations (Atlantic and Quebec region)
- **2012-2015: Canadian Human Rights Commission- Roster Mediator** - Aboriginal Issues - National Aboriginal Initiative (NAI)
- **2004-2012: Nova Scotia Human Rights Commission - Roster Mediator** – Conducted mediations of human rights complaints under the Nova Scotia Human Rights Act
- **2015-present: Health Canada Specialized Occupational Services (SOS) and Informal Conflict Management Services (ICMS)- Conflict Assessment, Mediator, and Workplace Trainer** – Conduct conflict assessment processes, mediation and resolution processes, and Respectful Workplace/Conflict Management/ workshops for various Federal Government Departments
- **2013-present: Public Works and Government Services (PWGSC) - Mediator-**Mediate business disputes between the Crown and contractors during the administration of government contracts (ex. construction project)
- **2010-present: Healthcare Conflict and Healthcare Professional Discipline Matters – Mediator** - Mediate conflict amongst staff in hospitals, clinics, between government and physicians, and formal complaints against healthcare professionals within the professional discipline process

- **2010-present: Circle Keeper with the Indigenous Justice Program of the Mi'kmaq Confederacy of PEI (Pro Bono)** - Lead Indigenous Conflict Resolution, Healing, Early Intervention, Restorative, and Sentencing Circle processes
- **2008-present: Mediator- Conflict Assessment, Management and Training with First Nations Bands** - Assess and assist parties in dealing with conflict in various Band Departments, including Education, Fisheries, Justice, Governance, design conflict resolution processes/circles, train, and coach parties
- **2003-present: Mediation, Conflict Resolution, and Restoration Work** – Public and private sector- Federal and Provincial Governments, Organizations, Financial Institutions, Crown corporations, Post-Secondary Institutions, Small business, and Individuals. Assess conflict, de-escalate situations, provide process recommendations, and facilitate the resolution process
- **2003-present: Mediator-Agriculture and Agri-Food Canada (AAFC) Farm Debt Mediation Services (FDMS)**- Mediate complex, multi-party financial disputes in the agriculture sector
- **2003-2004: Mediator for the Supreme Court of PEI (Pro Bono)** – Pilot Project- Lead the process development/design and conducted mediations of Family and Civil legal cases in the court system

Pamela Large Moran Law Corporation (PLM Law) Litigation Lawyer (2002 to present)

- **2002-Present** - Practice in the areas of Civil Litigation, Administrative Law, Labour and Employment, Human Rights, Personal Injury and Disability (Atlantic Canada and Ontario)
- **2000-2002: Cox, Hanson, O'Reilly, Matheson (now Cox Palmer) Charlottetown** – Practice in the areas of Civil and Commercial Litigation, Labour and Employment, Insurance, Professional Liability, and Administrative Law
- **1993-2000: Bell Temple (Toronto) Lawyer** – Practiced a broad range of litigation services to a broad insurance client base. The work further included Administrative Law, substantial opinion and trial work, and dispute resolution processes
- **1989-1992: Lilly Blott (Toronto) Articling Student/Lawyer** - Provided legal services primarily in Civil and Commercial Litigation and Administrative Law

ACADEMIC BACKGROUND

- **Certificate in Adjudication**- Canadian Council of Administrative Tribunals (CCAT) Ottawa, Ontario (2020)
- **Certificate in Workplace Investigation (Harassment)** - Human Resources Professionals Association (HRPA) Toronto, Ontario (2019)
- **Certificate in Labour Relations** – Ryerson University *Toronto, Ontario* (2019)
- **Certificate in Mediation** – *Harvard Law School Boston, MA* (2013)
- **Chartered Arbitrator (C. Arb.)** – *ADR Institute of Canada Toronto, Ontario* (2012)

- **Chartered Mediator (C. Med.)** – *ADR Institute of Canada Toronto, Ontario* (2009)
- **Master of Laws (LL.M.) Specializing in Alternative Dispute Resolution (ADR)** – *Osgoode Hall Law School of York University, Toronto, Ontario* (2002 – 2004)
- **Bachelor of Laws (LL.B.)** – *Schulich School of Law (Dalhousie University) Halifax, Nova Scotia* (1986 – 1989)
- **Bachelor of Arts (B.A.)** – *Acadia University, Wolfville, Nova Scotia* (1982 – 1985)
 - Major in Psychology; Minor in Sociology.

OTHER PROFESSIONAL TRAINING

- **2019 Trauma-Informed Lawyering with Survivors of Workplace Sexual Harassment Training** - Charlottetown, PE; Dr. Rachel Crowder -
- **2019 Sport Dispute Resolution Centre of Canada- Investigation Unit Training (Harassment and Abuse)** Montreal, QC
- **2018 Investigations Fundamentals Training** – Ottawa ON: Workplace Institute (Gareth Jones)
- **2015: Claims Evaluation and Restorative Justice Training** - Halifax, NS: The Nova Scotia Home for Colored Children Class Action Settlement: Professor Jennifer Llewelyn
- **2015: The Mi'kmaq Confederacy of Prince Edward Island** – Charlottetown, PEI: Domestic Violence Intervention Facilitator Training: Healing from the Effects of Historical & Lateral Violence
- **2012: Canadian Human Rights Commission** - Ottawa, ON: Indigenous Human Rights Mediation Training. (National Aboriginal Initiative-NAI)
- **2011: Indian Residential Schools Secretariat (IAP)** - Saskatoon, SK: Claims Adjudication Training (40 hours initially and ongoing training, including annual training and updating)
- **2011: Financial Services Commission of Ontario (FSCO) Stitt Feld Handy** - Toronto, ON: Mediation Training
- **2004-2005: University of Prince Edward Island/Centre for Conflict Resolution Studies**- Charlottetown, PEI: Facilitation Module of Courses
- **2003: Nova Scotia Human Rights Commission** - Halifax, NS- Human Rights Mediation Training

Regularly attend and present at national legal and professional development conferences, symposiums and webinars on numerous topics, including Dispute Resolution, Labour and Employment, Administrative Law, Mediation and Arbitration, Restorative Justice

SELECTED CONFERENCES (PRESENTATIONS) and ARTICLES

- **2019 National Canadian Bar Association (CBA) Aboriginal Law Conference- Banff, AB:** Presenter on “Indigenous Legal Traditions and Dispute Resolution- Healing and Restoration”
- **2019 Osgoode Hall Law School (Winkler Institute) 10th Anniversary Symposium on Dispute Resolution-Toronto, ON:** Presenter on “Restorative Dialogue: An Opportunity for Healing, Inclusion, Empowerment and Reconciliation”

- **2018 National Restorative Justice Symposium- Saskatoon, SK:** Presenter - “Bringing Balance to the Scales of Justice for Indigenous Peoples- a Restorative Approach”
- **2018 New Brunswick Legal Aid Conference- Fredericton, NB:** Presenter - “The Legacy of Indian Residential Schools and the TRC Justice Calls to Action”
- **2017 Atlantic Circle Keepers Conference - Moncton, NB:** Justice attendees from across Atlantic Canada. Presenter - “Truth and Reconciliation Calls to Action and Justice Reform”
- **2017 Annual PEI Indigenous Justice Forum- Charlottetown, PEI:** Presenter - “Reconciliation and the Advancement of Indigenous Rights/Calls to Action”
- **2016 PEI Law Society Continuing Legal Education Session- Charlottetown, PEI:** Co-Presenter - “Mediation Advocacy” with Dr. Martha Simmons (Director of Mediation Clinic at Osgoode Hall Law School and Academic Director of the LL.M program in Dispute Resolution)
- **2015 Annual PEI Indigenous Justice Forum- Charlottetown, PEI:** Keynote Speaker & Chair of Reflection Panel with RCMP, Victim Services, Crown/Legal Aid, and Elder
- **2015 Canadian Bar Association (CBA) National Webinar Series (across Canada) -** Presenter - "It's the Principle, Not the Money: Effective Dispute Resolution"
- **2014 Canadian Bar Association (CBA) National Conference- St. John's NL:** Presenter - "It's the Principle, Not the Money: Effective Dispute Resolution"
- **2013 Annual PEI Law Society Conference- Mill River, PEI:** Presenter- "Apology Legislation in Canada"
- **2012 ADR Institute of Canada National Conference- Halifax, NS:** Presenter- "The Role of Apologies in ADR: Best Practices"
- **2012 Canadian Bar Association (CBA) New Brunswick Legal Conference-Saint John, NB:** Presenter - "Apology Legislation in Canada: The Role of Apology in Litigation and Dispute Resolution"
- **2011 Canadian Bar Association (CBA) National Conference- Halifax, NS:** Presenter- "Proportionality: The Effective Use of Dispute Resolution (Ethics & Professionalism)"
- **2009 Insight Conference-Halifax, NS:** Presenter- "Advanced Negotiating and Drafting: Contract Negotiation"
- **2009 Canadian Defence Lawyers Boot Camp- Moncton, NB:** Presenter- "Effective Mediation"
- **2007 ADR Institute of Canada (ADRIC) National Conference- Charlottetown, PEI:** Presenter- "Mediation Advocacy- An Oxymoron?"