



Canadian Food  
Inspection Agency

Agence canadienne  
d'inspection des aliments

President  
Ottawa, Ontario  
K1A 0Y9

Présidente  
Ottawa (Ontario)  
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DEC 11 2019

To Whom It May Concern,

Re: Mr. Daniel Miller

I am putting forward this letter to serve as a reference for Mr. Daniel Miller based on his employment at the Canadian Food Inspection Agency (CFIA) where he worked from 2010 to 2019.

During his tenure at the CFIA, Mr. Miller made strong contributions to key initiatives and was a member of the executive team in corporate and program related areas. As a member of the executive team, Mr. Miller was responsible for developing and implementing strategic positions, communication and engagement, change management, and representing the CFIA interests related to his area of program responsibility.

Until 2011, as an Executive Director (ED) within Human Resources, Mr. Miller was responsible for staffing, labour relations, classification, compensation, official languages and employment equity. In addition, he also led the development of the concept for the National Recruitment Strategy and Centre for Inspectors. Both of these initiatives were priorities of the Minister and President at that time and resulted in significant on-going efficiencies in terms of time and resources.

In the fall of 2011, Mr. Miller assumed responsibility for Food Labelling and Consumer Protection. In this role he led a team of regulatory program specialists who developed, implemented and modified strategies related to the administration of food labelling including the development of a strategy that led to a comprehensive review of over 1,500 food labelling regulations. This required engaging over 3,000 stakeholders including consumers. As ED, he oversaw the design and development of the first interactive on-line labeling tool for consumers and industry. The team who developed the tool also received a Presidential award.

Mr. Miller also successfully contributed to the negotiation of the Canada-Japan organic agreement, as well as the elimination of out-dated regulations for container sizes affecting 90 companies and over 70 product categories. Finally, in 2015 in Rome, Mr. Miller became the Chair for the Codex Committee on Food Labelling, which is part of the Food and Agriculture Organization of the United Nations.

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In 2013, Mr. Miller took on additional responsibilities for food and formed the inaugural single international program for food. He was responsible for leading a team of veterinarians and food specialists who negotiated and collaborated with over 180 trading partners, industry and stakeholders. A key requirement of this position was to provide strategic advice related to food policy and complex international issues. As an example of Mr. Miller's ability to lead under pressure, he led the response for successfully finding markets for over 1000 containers of meat products impacted by sanctions placed on Russia.

The theme of transformative change carried on as Mr. Miller accepted a role within a new branch where there was an opportunity to bring together all international regulatory activities for food, animal health and plant health. This was a tremendous undertaking, which required substantial change management and fostering culture change, while continuing to represent Canada's interests within the global operating environment, including his time as co-chair of the Canada-China working-group.

Throughout his career, Mr. Miller has continuously provided high-level strategic advice and creative solutions when dealing with highly visible and sensitive regulatory issues. Mr. Miller has a well-developed network he established through collaboration and cooperation. Mr. Miller also has a reputation for achieving results through his leadership and development of teams. Furthermore, he has professionally and positively represented the CFIA and Canadian interests in a variety of fora.

He is also recognized as a strong communicator and has spoken domestically and internationally. His ability to form strong and long-lasting working relationships with colleagues, partners and international counterparts was foundational to his success in meeting the objectives and mandate of the Agency. Furthermore, his skills and background in engagement and leading transformative change while continuing to meet identified deliverables enabled effective organizational transition.

Mr. Miller has been a dedicated professional, and he brings with him a strong desire to enhance, positively influence and effect change in a manner that fosters a productive and successful work environment.

Sincerely,



Siddika Mithani, Ph.D.  
President  
Canadian Food Inspection Agency