



Shawna L. Argue

EDUCATION

MBA, Athabasca University, 1999

B.A.Sc., Industrial Systems Engineering, University of Regina, 1987

ADDITIONAL TRAINING AND SHORT COURSES

- The Mining Association of Canada, Towards Sustainable Mining Verifier, 2008
- Entrepreneur Passion Workshop, 2005
- H₂S Alive, 2002, 2005, 2008, 2011
- Project Management Course, 2002
- WHMIS, 1993, 1996, 1998, 2004, 2007, 2008, 2009, 2010, 2011
- Professional Selling, 2000
- Red Cross Standard First Aid and CPR(B), 2001, 2004, 2007, 2010
- SOS Emergency Response Training, 1996
- Quality, ISO 9000 and the Engineer, 1995
- Train the Trainer, 1994
- Transportation of Dangerous Goods, 1993, 1996, 2002, 2005, 2008, 2011
- Environmental Law for Engineers, 1991

AWARDS

- Engineers Canada – Fellow (2009)
- Nationwide Register's Who's Who in Executives and Business – Honored Professional
- YWCA Women of Distinction – Nominee (2006 – Business and Trades)
- Regina Engineering Society – Engineering Excellence Award (2003)
- YWCA Women of Distinction - Award Recipient (2000 - Science and Technology)

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CAREER SUMMARY

2004 – present	Argue and Associates Management Consultants, Inc. President/Principal Consultant
Winter 2005, 2006	University of Regina, Faculty of Engineering Sessional Lecturer – Engineering 113 – Engineering Design and Communications
1997-2004	Jacques Whitford Environment Limited Area Manager, Saskatchewan
1995-1997	AGRA Earth & Environmental Limited Manager, Regina Environmental Division
1992-1995	AGRA Earth & Environmental Limited Project Engineer/Project Manager
1988-1992	Saskmont Engineering Ltd. Design Engineer/Project Manager
1987 - 1988	Ram Industries and Canada Post Industrial Engineer

MEMBERSHIPS / ASSOCIATIONS

- Association of Professional Engineers and Geoscientists of Saskatchewan – Member
- Association of Professional Engineers and Geoscientists of Saskatchewan – Past President (2011-2012)
- Association of Professional Engineers and Geoscientists of British Columbia - Member
- Association of Professional Engineers, Geologists and Geophysicists of Alberta – Member
- Association of Professional Engineers and Geoscientists of Manitoba – Member
- Auditing Association of Canada – Member, Application Reviewer
- Saskatoon Club – Member



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SUMMARY OF EXPERIENCE

Ms. Argue has experience in applying systems engineering principles to solving problems in the human and physical environments. She has a good understanding of the need for practical and reasonable solutions to environmental, health and safety problems found in both industry and commerce. Ms. Argue works closely with clients to ensure that the project scope and objectives meet the client's needs.

Shawna is an Industrial Systems Engineer with an MBA and has over twenty years of experience in the environmental, mining, manufacturing, process and utility sectors for both private and government organizations. She has hands on experience with managing production facilities including material routing, inventory control, staffing and work method studies. Ms. Argue has also been involved in the assessment of a variety of processes for environmental, health, safety and operational hazards as well as efficiency improvements.

Ms. Argue has been involved, principally in leadership roles, in audits and assessments of a variety of commercial and industrial facilities. Contributions to these projects have included project management, audit objective setting and budgeting, review of relevant legislation, development of audit checklists and protocols, review of documentation, interviews of personnel, site investigation leadership, preparation of audit reports, assisting clients with action plan development and presenting findings to senior corporate executive and Boards of Directors. She has extensive due diligence assessment experience related to commercial and industrial property transfers, ongoing utility, mining, oil and gas and industrial operations and DND facilities. She has been project manager and audit team leader on a variety of projects, including audits conducted in the Czech Republic and numerous Western European countries. Her manufacturing background aids in her ability to assess industrial sites with respect to material handling, operations and process flow. In addition, Ms. Argue has conducted numerous Phase I Environmental Site Assessments of commercial properties for mortgage and refinancing purposes.

Ms. Argue has worked with numerous clients in assessing and developing effective environmental, health and safety management systems. This has included the identification and review of potential risks/hazards and assistance in the development of corporate policies. She has also assisted clients with the



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development and implementation of ISO 14001 management systems in preparation for registration. This has included facilitation of client workshop/training, long-term secondment at client facilities and detailed development work of all elements of the ISO 14001 standard.

Ms. Argue has developed and presented training courses and workshops on environmental audit development and management, EMS/ISO 14001, environment, health and safety management systems development/implementation/maintenance, environmental impact assessment, and environmental site assessment. Shawna has been extensively involved in facilitating the theoretical and practical training of focused groups with various levels of technical expertise. She assisted in facilitating an environmental assessment workshop for Government of India Environment & Energy Sectors in New Delhi. She was part of a team which developed an environmental training course for the Czech Republic with participation from industry and government. She managed a project in the Czech Republic which included development of a risk ranking system for contaminated sites and training government officials in how to use and implement the system. Ms. Argue is active in the community in promoting science, particularly engineering, as a career choice to high school girls.

PROJECT EXPERIENCE

Health, Safety and Environmental Management Systems Development:

- Project Manager assisting a potash mining company with linking legal and other requirements to identified environmental aspects and health and safety hazards for two mine sites in Saskatchewan, ongoing.
- Project Manager assisting a potash mining company with the identification of legal and other requirements for four mines in Saskatchewan in preparation for ISO 14001 and OHSAS 18001 certification. Includes providing quarterly updates to the database, ongoing.
- Project Manager assisting a start-up potash mining company in the development of an ISO 14001 and OHSAS 18001 compliant SHEMS, ongoing.
- Project Manager assisting the Ministry of Environment in the development of its Environmental Audit Program in support of the new results-based regulatory structure, ongoing.



- Project Manager assisting a telecom company in the development and implementation of an ISO 14001 EMS, ongoing.
- Project Manager assisting a gold mine in northern Saskatchewan with the development and implementation of an ISO 14001 and OHSAS 18001 conformant SHEMS, 2007, 2010.
- Project Manager assisting an electronics waste group with the review and development of e-waste reuse standards, 2009.
- Project Manager and team member for an environmental aspects review and health and safety risk assessment for a mining company's transit warehouse facility, 2008.
- Project Manager and team leader for a Gap Analysis for an internal Safety, Health, Environmental and Quality Management System of a Saskatchewan uranium mining company's Exploration Department, 2007.
- Project Manager in assisting a uranium mining company's corporate Safety, Health and Environment department in conducting a training needs assessment, 2005.
- Project Manager in assisting a new uranium mine in northern Saskatchewan with the preparation of the environmental licensing documentation required by the Canadian Nuclear Safety Commission (CNSC), 2004 – 2005.
- Project Manager in assisting a uranium mining company's corporate Safety, Health and Environment department in preparing a corporate level SHE Management Program, 2004 – 2005.
- Project Manager and team member for an HSE management system assessment for the University of Saskatchewan's College of Agriculture, 2003- 2004.
- Project Manager in assisting a mining client in sourcing an ISO 14001 Registrar, including tendering and reviewing proposals, 2003.
- Project Manager for the Gap Analysis, awareness training and facilitation of the development and implementation of an ISO 14001 EMS for a uranium mining company's Exploration Department, 2002.
- Project Manager and field team member for the identification and assessment of operational controls for a uranium mine in northern Saskatchewan, 2002.
- Facilitation of workshops at two uranium milling operations for the identification, verification and assessment of operational controls in support of preparation for ISO 14001 certification, 2001/2002.



- Facilitation of a Management Review meeting held to review, revise and approve objectives and targets and environmental management plans for a uranium mill/mine operation in Northern Saskatchewan, 2001.
- Facilitation of a two day workshop on ISO 14001 and provision of “next steps” guidance for a northern Saskatchewan uranium mine, 2001.
- Author of a national environmental management system standard for Canadian Hog Producers on behalf of the Canadian Pork Council to become a CSA Standard, 2001.
- Assisted a uranium mining/milling operation with the development and implementation of an ISO 14001 EMS in preparation for registration, through facilitation of workshops and review of site team’s work, 2000/2001.
- Project Manager for a management system consulting study and HSE audit program development/pilot for a large post-secondary educational institution in Western Canada, 2000/2001.
- Project Manager of Gap Analyses conducted for two uranium mining companies in Northern Saskatchewan (4 sites in total), 2000.
- Assisted a mining client with the identification and ranking of one of its site’s environmental aspects through the facilitation of a series of workshops over a two month period, 2000.
- Assisted with the development and implementation of an ISO 14001 EMS for a coal-fired thermal generating station located in Southern Saskatchewan, in preparation for ISO 14001 registration. The site received registration in June 2000, 1999/2000.
- Assisted in the development of a mining client’s Aspects Review and Significance Assignment Procedure through the co-facilitation of a week long pilot project conducted at one of their mine sites, 1999.
- Lead Auditor for an EMS (ISO 14001) readiness review of the corporate office of a large oil and gas company preparing for ISO 14001 registration, 1999.
- Review of Environmental Management Manuals developed for BC Hydro, 1996.
- Identification and review of environmental issues for Centra Gas Manitoba Inc, 1992.

Auditing:

- Project Manager and Lead Auditor for safety, health, environment and quality management systems audits conducted at Cameco’s Rabbit Lake Uranium mine/mill facility, 2006 – present (ongoing).



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- Audit team member for environmental, health and safety audits at a solution mine for Mosaic Potash (formerly IMC Global Operations Inc.). Conducted on a 3 year cycle, 1997 – present (ongoing).
- Project Manager and Lead Auditor for EHS compliance audits for SaskPower. Facilities audited included thermal (coal, natural gas, diesel) generating stations, hydroelectric generating stations, transmission and distribution facilities, and storage facilities. Some audits included EMS. Audits are repeated on a three to five year cycle, 1990 –2011.
- Project Manager and Lead Auditor for a Safety, Health, Environment and Radiation Protection Compliance Audits of uranium mines in Northern Saskatchewan, 2008, 2009, 2010, 2011.
- Project Manager and Lead Auditor for an Internal EMS audit for a telecom company, 2008, 2009, 2011.
- Project Manager and Lead Auditor for EHS compliance audits of an oil and gas pipeline company in west central Saskatchewan and various locations in Alberta, 2006, 2010, 2011.
- Project Manager and Lead Auditor for an electronics reuse/refurbishing operation (pilot audit of SWEEP's Electronics Reuse and Refurbishing Standard) in Regina, SK, 2011.
- Project Manager and Lead Auditor for an EMS Audit in preparation for ISO 14001 registration of a uranium mine in Northern Saskatchewan, 2010.
- Auditor for Environmental Compliance audits of Snap-on Tools Canadian facilities located in Toronto, Ontario, 2009.
- Project Manager and Lead Auditor for a Contractor Management Audit conducted at Cameco's Cigar Lake site, 2008.
- Project Manager and Lead Auditor for an Environmental Compliance Audit of a fertilizer manufacturing facility, 2008.
- Project Manager and Lead Auditor for a health and safety compliance audit for the Atco Power/SaskPower International Cory Cogeneration facility, 2008.
- Project Manager and Lead Auditor for an environmental compliance audit of a variety of waste management facilities for the City of Edmonton, 2008.
- Audit Team member for integrated audits of ConocoPhillips Canada oil and gas production and processing facilities in Western Canada. Includes compiling the audit report, 2002 – 2008.
- Project Manager and Lead Auditor for an internal Quality Management Systems audit for Cameco's Key Lake operation, 2007.



- Project Manager and Lead Auditor for a health and safety compliance audit as well as a contractor management standard audit at Cameco's McArthur River operation, 2007.
- Project Manager and Lead Auditor for environmental compliance audits of select facilities of a telecom company, 2007, 2008.
- Team Member for modified Environmental Compliance Audits/Phase I Environmental Site Assessments at three Health Canada Health Centres located on Reserve lands in Saskatchewan, 2007.
- Project Manager and Lead Auditor for an Environmental Audit of a gold mine in northern Saskatchewan, 2006.
- Project Manager and Lead Auditor for a health and safety compliance audit and subsequently an environmental compliance audit of an ammonia fertilizer processing facility, 2006.
- Project Manager and Audit Team Leader for a comprehensive environmental audit and WCAR/WFER audit of an oil field waste processing facility in Saskatchewan, 1999/2000/2006.
- Project Manager and Audit Team Leader for environmental compliance audits conducted of Cameco Corporation's four Saskatchewan facilities, 2004 - 2005.
- Project Manager and audit team leader for environmental, health and safety audits of three underground potash mines for IMC Global Operations Inc. Conducted on a 3 year cycle, 1996 – 2005.
- Project Manager for an environmental compliance audit of a uranium mining company's exploration department's field activities, 2003-2004.
- Audit Team Member for a health and safety management systems audit of a lead and zinc smelter in Trail, BC, 2001.
- Project Manager and Lead Auditor for four health, safety and environmental compliance/management systems audits of facilities located on a university campus, 2000/2001.
- Project Manager for a cross Canada phone survey conducted on behalf of CSA International to determine the need for future standards in the area of environmental auditing and related studies, 2000.
- Team Leader for an environmental review for a NRC research facilities located in Saskatoon, Saskatchewan (plant research) and Winnipeg, Manitoba (medical research), 1998 - 2000.
- Audit team member for environmental, health and safety compliance audit of two salt mines/evaporation plants (Ontario and Nova Scotia), 1999.



- Audit team member for an environmental compliance audit conducted of a coal-fired thermal generating station (Ontario), 1999.
- Audit Team Leader for an environmental and safety audit of operators of the Foothills PipeLines Ltd, 1998.
- Project Manager and team member for an acquisition due diligence assessment of four mine/chemical facilities in Europe (UK, Germany, France & Italy) – confidential, 1998.
- Provided local regulatory expertise and reporting for an environmental audit conducted of a charcoal briquette manufacturer, 1997/1998.
- Audit team member for an environmental, health and safety audit at a U.S. fertilizer plant for IMC Global Inc, 1997.
- Conducted an acquisition due diligence review of available environmental documentation of a mining operation located in New Brunswick, Canada, 1997.
- Audit team member for an environmental audit of an upstream oil and gas operation for Montana Power, 1997.
- Audit team leader and member for environmental compliance audits and due diligence reviews for coal surface mining operations of two major coal producers for underwriting and divestment purposes, 1996/1997.
- Project Management of a privatization environmental audit in the Czech Republic. Actual audit conducted by two European consultants, 1996.
- Field team leader for the environmental audit phases of an environmental baseline study of CFB Moose Jaw, 1992/1993.
- Project Manager and field team leader for an environmental audit of the První Brněnská Strojírna manufacturing company, Brno, Czechoslovakia, 1992.
- Auditor of air quality management, solid waste management and spill prevention and control during an environmental audit of a thermal generating facility for Alberta Power Ltd., 1991.

Training and Education:

- Instructor of AAMC presented two day workshops on EHS Compliance Auditing and EHS Management Systems Auditing. Presented on a bi-annual basis, or as there is enough interest.
- Facilitated a two-day auditor training session and mini-audits, Seabee Mine, Claude Resources Inc., 2009.
- Instructed a one day EHS auditing course for University of Saskatchewan HSE Department personnel, 2006.



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- Instructed Cameco's three day Internal Auditor Training Course, 2006.
- Instructed a two day workshop on EMS auditing for Cameco site personnel, 2005.
- Development and presentation of an internal environmental auditing workshop, 1994 - 2003.
- Co-instructor of a three and two day compliance auditing course for City of Calgary EMS personnel, 2002.
- Co-instructor for a two day HSE compliance auditing course for University of Saskatchewan personnel who were to be members of peer audit teams, 2000.
- Presentation of a one day workshop for an EMS/ISO 14001 overview for SGI Salvage, 2000.
- Presentation of a one day University of Saskatchewan Extension workshop entitled "Fundamentals of Environmental Auditing.", 1999/2000.
- Co-instructed a week long accredited ISO 14001 Lead Auditor Course, Calgary and Regina, 1999/2000.
- Co-facilitation of a one week long Environmental Aspects Review training and pilot project for Cameco's Key Lake EMS team and other Cameco site EMS Representatives, 1999.
- Facilitation of a 1/2 day professional development workshop for the Saskatchewan Land Surveyors at their AGM, 1999.
- Observed a week long accredited ISO 14001 Lead Auditor Course, Vancouver, 1999.
- Development and co-presentation of a customized environmental site assessment seminar for the property appraisal industry, 1999.
- Preparation of a two-day seminar for the hog industry entitled "Operational Environmental Management for the Swine Industry.", 1998/1999.
- Annual participation in the "Careers Unlimited" event sponsored by the Regina Business and Professional Women's Club. Includes talking to high school girls about careers in engineering, 1990 – 1999, 2008.
- Co-presentation of a three-day environmental, health and safety audit training course to IMC Global staff, 1997.
- Co-development and co-presentation of environmental training workshops in the Czech Republic, sponsored by the Canadian Bureau of Assistance for Central and Eastern Europe, 1994, 1996.
- Presentation of the Environmental Audit Process at a World Bank staff environmental workshop in Washington, D.C., 1993.



- Presentation of an Environmental Building Assessment Seminar for building owners and managers, 1993.
- Assisted in the development and presentation of World Bank Environmental Impact Assessment process for a workshop held in New Delhi, India which was attended by officials in the energy industry (private and government), 1992.
- Development and presentation of a one day University Extension course entitled “Managing Your Environmental Audit”, 1991/1992.
- Active participation in Industry Canada’s “Innovators in the Schools” program. Involves making interesting presentations to students about science and/or careers in science.

Environmental Impact Assessment:

- Project Manager and team member for an environmental permitting application process for two gas cavern storage facilities near Regina, 2003 – 2004.
- Project Manager and team member for an environmental permitting application process of a manufacturing facility in Regina, 2000.
- Project Manager and field team member for an initial environmental project screening of a proposed booster pump station to be located adjacent to an existing water supply line, 1998.
- Project engineering assistance and report editing for an EIS of a proposed mining operation in southern Saskatchewan, 1991.
- Project administration and design for SaskPower Rural Underground Distribution projects including: yard and route design; contractor supervision; preparation of progress reports; cost estimates; material requirements; and office liaison and technical support for project field staff, 1988/1989/1990.

Environmental Risk Assessment:

- Project manager for the development and implementation of a Hazardous Materials Management Plan for a gold mine in northern Saskatchewan, ongoing.
- Project manager and client liaison for an assessment of a mercury contaminated brine field in Italy, 1998.



- Project management and team participation of Environmental Risk Assessment Guideline Development and Training in the Czech Republic. Sponsored by the Canadian Bureau of Assistance for Central and Eastern Europe (CIDA), 1996.
- Project Manager and field team leader for an environmental risk assessment of an oil and natural gas utility, Centra Gas Manitoba Inc, 1992.

Contaminated Sites Management:

- Project Manager for contaminant delineation project for a client where the contamination is from an off site source. Acted as liaison/advisor with the client, lawyer and Manitoba Environment, 2000 – 2002.
- Project Manager for decommissioning assessments of two coal-fired thermal generating stations for SaskPower, 1998/1999.
- Groundwater monitoring, data compilation and regulatory reporting for a PCB contaminated site, 1988 - 1995.
- Inventory of contaminated sites and database development for the Province of Saskatchewan, 1990.

Industrial Engineering:

- Preparation of Bills of Material for SaskPower Electrical Distribution Substations, 1988/1989/1990.
- Project administration and design for SaskPower Rural Underground Distribution projects including: preparation of progress reports; yard and route design; cost estimates; material requirements; and office liaison and technical support for project field staff, 1988/1989/1990.
- Verification of existing drawings and transference to CADD system for Canada Post Corporation, 1988.
- Recommendations for layout changes to improve process flow for Canada Post, 1988.
- Production management of a metal fabrication shop including: scheduling jobs; inventory control; ensuring efficient plant operation; studying time standards and work methods; and supervision of 30 factory employees, 1987.
- Research and development of fibre optic cable including cable testing; and tool design, 1986.
- Preparation of shop manufacturing drawings, 1985.
- Programming of automated insertion machines, 1985.
- Testing of fibre fastening methods, 1985.



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Project Management:

- Day to day management of consulting business.
- Business development and marketing on an ongoing basis.
- Preparation of proposals for a variety of projects.
- Senior technical review of a variety of project reports.
- Supervision of construction sites including: scheduling contractors, inspection work, and assisting in site surveying.

REGISTRATIONS/CERTIFICATIONS

- Professional Engineer: Saskatchewan, British Columbia, Alberta, Manitoba
- Environmental Professional (Certified Environmental Auditor): Canadian Environmental Certification Approvals Board
- Environmental Professional (Environmental Management System Lead Auditor): Canadian Environmental Certification Approvals Board
- Verification Service Provider – Towards Sustainable Mining: Mining Association of Canada



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