

# SYLVAIN PAQUET

AI Strategy & Solutions · Data Infrastructure · Data Science & Engineering · Enterprise Data Governance

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## SUMMARY

Technical and strategic data leader with 9+ years of experience leading cross-functional teams, architecting cloud and data platforms, and delivering AI and machine learning in federal organizations. Leverages a rare marriage of technical expertise with PhD-level training in strategic decision-making to bridge the gap between complex policy and IT solutions. Proven track record of improving team execution, raising technical standards, aligning cross-functional stakeholders, and translating technical initiatives into strategic organizational value. Passionate about ethical, responsible AI and building data cultures that empower people and innovation.

## EXPERIENCE

### Manager, Data Infrastructure Division

Public Services and Procurement Canada

2024–Present

- Aligning technical delivery with business and policy priorities by coordinating stakeholders, managing competing demands, and guiding team execution across platform and reporting initiatives.
- Leading the development of an enterprise-level chatbot using LLMs to automate SQL generation and procurement policy inquiries.
- Contributed to the development of two chatbots.
- Lead platform modernization, reporting enablement, and AI prototyping in support of enterprise procurement and analytics priorities.
- Architected and deployed a full-scale Azure data platform, integrating cross-functional sources to enable current, reliable BI.
- Directed the design, modelling, and launch of a \$1.6M data warehouse.
- Reprioritized team resources and delivery scope to recover a 2-month project delay within 2 weeks.
- Leading a cross-functional team using Agile/Kanban practices, improving execution discipline, technical quality, and delivery predictability.

### Advisor, Procurement Statistics Division

Public Services and Procurement Canada

2022–2024

- Automated 75 recurring reports using Python and SQL, shifting team focus toward high-value predictive analytics.
- Designed a data warehouse architecture that unlocked critical audit logs and data quality metrics for ministerial insights.



## COMPETENCIES

### Enterprise Data Leadership

People-First Management  
Change Management  
Continuous Improvement  
Enterprise Vision  
Data Governance  
Data Stewardship  
Privacy-by-Design  
International Frameworks

### Technical Leadership

Solutions Architecture  
Cloud (Azure/AWS)  
Data Warehousing  
ETL/ELT Pipelines  
Predictive Analytics  
Machine Learning  
Generative AI/LLM  
SQL, Python, C#, and more

## EXPERIENCE

- Established a high-performing data culture, resulting in a 90%+ reduction in backlogs and 100% team retention through active mentorship and Agile rituals.
- Established peer code reviews and knowledge-sharing practices to strengthen team capability, code quality, and delivery consistency.
- Mentored technical staff through peer review, prototyping, and iterative delivery, reinforcing strong engineering and documentation practices.

### Data Scientist, Data Science Division

Canada Border Services Agency

2019–2022

- Developed cloud-native (AWS) data pipelines and report automation for the \$54M+ ArriveCan, ContactTrace, and QCMS platforms, ensuring high availability and security.
- Chaired calls between the Public Health Agency of Canada (PHAC) and the Canada Border Services Agency (CBSA) to align stakeholders, determine data requirements, discuss issues, and unblock delivery for contact tracing during the COVID-19 pandemic.
- Directed and mentored junior data scientists in the design of ML models for COVID-19 risk scoring and fraud detection, supporting operational decision-making in a high-pressure context.
- Delivered weekly compliance dashboards and strategic insights to senior executives to guide evidence-based decision-making.

### Research and Policy Analyst, Data Governance Centre

Canada Border Services Agency

2017–2019

- Collaborated and guided meetings on the authoring and implementation of 10+ data standards aligned with ISO, WTO, and ICAO frameworks, strengthening data governance consistency and stewardship.
- Worked on the initial planning of enterprise-wide data stewardship and governance and launched a data stewardship network to improve data governance and data quality issue resolution.
- Worked on the design and debugging of a modern web application (ORA) meant to replace an old mainframe application (G11).
- Built interim BI reporting tools and reverse-engineered applications to automate data entry workflows.

## Personal interests

- Application and video game design and programming
- Language learning, including Japanese and Serbo-Croatian
- Reading to learn about... everything.

## AWARDS

### Innovation Award

2023

Public Services and Procurement Canada

For proposing and setting up an interim data warehouse in less than two months to solve a critical and urgent reporting problem.

### Innovation & Guiding Change

Canada Border Services Agency

2021

For critical data analytics, pipelines, and predictive modelling under tight timelines for COVID contact tracing.

## BOARDS

### President

2017–Present

World Federalist Foundation

### Board Member

2016–Present

World Federalist Movement Canada

## CERTIFICATES

### Leadership Learning Path

Canada School of Public Service

2025

### AWS Cloud Practitioner

Amazon Web Services

2022

## EDUCATION

### Ph.D. in Political Science

University of Ottawa

2019

[Thesis on game theory \(access here\)](#)

### M.A. in Political Science

UQAM

2013

### B.A. in Political Science

UQAM

2011