MONA KLEIN

mkleinconsulting@outlook.com

EXECUTIVE SUMMARY

Executive with over 25 years of progressively responsible experience in CRA, including 22 years in criminal investigations, financial crime, intelligence, and tax enforcement. Proven leader of national operations, policy, training, quality assurance, intelligence and international partnerships. Extensive experience managing multi-million-dollar budgets, leading geographically dispersed teams, representing Canada internationally in various functions and driving strategic transformation initiatives. Recognized for building high-performing teams, fostering international collaboration, and advancing innovative approaches to combat financial crime.

EXPERIENCE – SELF-EMPLOYMENT

Mona Klein Consulting | Course Leader | 2022 to Present

- Course Leader for the Organization for Economic Cooperation and Development (OECD) Academy for Tax and Financial Crime Investigation. Responsible for all deliverables in the preparation of course delivery, post-program administration and mission report for Programmes in the area of ***Financial Fraud Investigations*** virtually and onsite (Argentina, Italy and Togo). My duties include but are not limited to: evaluation of applications, preparing course outline, securing expert instructors internationally, developing and mentoring new instructors, delivering opening and closing remarks and nurturing a relationship with the host country.

EXPERIENCE – EMPLOYMENT *(Current permanent group and level: MG06 Manager, International Operations and Specialized Services Section, Criminal Investigations Division*)

Canada Revenue Agency | Acting Director, Criminal Investigations Directorate, Criminal Investigations Division) | May 2, 2025 to present

- Oversee and direct the national operational support functions of the Criminal Investigations Program, including criminal intelligence, workload development, investigative advisory services, digital forensics and international operations inclusive of the Joint Chiefs of Global Tax Enforcement (J5);
- Direction and management of human resources, with nine direct reports and approximately 60 indirect reports;
- Direction and management of financial resources, with a budget of approximately $9.4M;
- Lead stakeholder engagement and relationship management initiatives with major national and international partners, including but not limited to: the OECD, the J5, the Canadian Integrated Response to Organized Crime (CIROC), and PPSC, to advance shared objectives and collaboration;

- Represented the CRA during Canada's Financial Action Task Force (FATF) Mutual Evaluation Review (MER), providing executive-level leadership and subject matter expertise on tax crime investigations, anti-money laundering enforcement, inter-agency cooperation and international collaboration as part of the Government of Canada's interdepartmental team.

Canada Revenue Agency | Acting Director, Criminal Investigations Directorate, Corporate and Operational Support Services Division (COSSD) | April 1, 2024 to January 17, 2025

- Responsible for the strategic direction of the following four sections: Policy and Legislation, Training and Learning, Quality Assurance and Communications and Issues Management;
- Direction and management of human resources, with five direct reports and approximately 38 indirect reports;
- Direction and management of financial resources, with a budget of approximately $5.0M;
- Responsible for establishing and maintaining relationships with internal and external stakeholders including seven Criminal Investigations Division offices across Canada, the Public Prosecution Service of Canada (PPSC), the Department of Justice (DOJ), Law Enforcement Agencies, the OECD and more;
- Co-chair of the OECD Tax Force on Tax Crime (TFTC) Gender Equality in Tax Crime Action Group (GEAG), which is overseen by the OECD Forum on Tax Administration Secretariat.

Canada Revenue Agency | Joint Chiefs of Global Tax Enforcement (J5) Project Leader, Criminal Investigations Division | October 2023 to March 2024 and from January 17, 2025 to May 1, 2025

- Member of the Operational Advisory Group (OAG) for Canada. The J5 is a five-country alliance committed to combatting transnational tax crime through increased enforcement collaboration. The J5 Chief for Canada is the Director General at CID-HQ;
- Member of several three sub-groups, led by the J5. My role was Canadian oversight over these sub-groups, including: the Private-Public Partnership sub-group, the Cyber and Crypto Assets Operational sub-group and the Professional Enablers sub-group;
- My role included direct supervision of two individuals but oversight over all sub-groups in Canada, with responsibility of report to the Chief (Director General, Criminal Investigations Directorate);
- My role within the OAG also included:
    - Review and analysis of information, intelligence and operational updates to make informed recommendations to the J5 Chief;
    - Actively participate in meetings, provide input and expertise on matters aligned with the objectives of the group;
    - Collaborate with sub-groups (crypto, data and platforms, professional enablers) to identify synergies and improvement opportunities;
    - Identify alternative means of international collaboration in diplomatic manner, while always ensuring compliance with Canadian legislative sharing restrictions.

Canada Revenue Agency | Technical Advisor, Criminal Investigations Division | August 2023 to October 2023

- Advise on or participate in the assessment and resolution of issues related to all criminal investigations, especially sensitive and complex issues.
- Analyze, research, provide direction, mentoring, technical guidance, support and advice to investigators through team leaders and managers as they pertain to the criminal investigations.

- Provide advice to the CID management team locally and regionally;
- Assist in developing local and regional procedures on the application of policies and legislation to highly complex, contentious and sensitive technical issues, and provides advice, guidance and expertise in implementing these policies and procedures;
- Assist in developing and implementing communication products for various media releases;
- Create and develop of a 5-day Specialty Programme in the area of Major Case Management for the OECD, as a team of four people, on behalf of the Canada Revenue Agency.
- Deliver above noted 5-day Specialty Programme in the area of Major Case Management for the OECD in Italy, for two back-to-back Pilot Programmes.

Canada Revenue Agency | Acting Assistant Director, Criminal Investigations Division | Jun 2022 to August 2023

- Responsible for leading and managing operational resources in a large and complex program;
- Direction and management of human resources, with five direct reports and approximately 73 indirect reports;
- Direction and management of financial resources, with a budget of approximately $8.0M;
- Responsible for establishing and maintaining relationships with internal and external stakeholders including CID Headquarters, the Public Prosecution Service of Canada (PPSC), Law Enforcement Agencies, among others;
- Nurture a world-class workforce by encouraging employee engagement, high-performance, continuous learning and investigator and support roles retention.

Canada Revenue Agency | Major Case Manager (AU05), Criminal Investigations Division | Aug 2018 to Jun 2022

- Directed and managed a criminal investigation team in the most complex of criminal investigations involving international issues and multiple complex partner relationships;
- Direct reports varying from 5 to 6 investigators but often with numerous additional investigators assigned to the team on short-term basis to assist with operational needs;
- Preparation of Operational Plans for Senior Management and Headquarter approval;
- Responsible for the management of financial resources and security issues;
- Promoted effective communication with partners and stakeholders to build and maintain relationships.

Canada Revenue Agency | Team Leader (MG05), Criminal Investigations Division | Oct 2014 to Aug 2018

- Directed and managed a criminal investigation team (from 6 to 8 investigators), including establishing goals and negotiating financial and human resources to meet deadlines (judicial or otherwise). Developed and maintained partnerships with internal and external stakeholders. Reviewed legal documents and advised. Advised and assisted team members, assisted in negotiations with PPSC, RCMP, and other partners. Provided advice senior management and Headquarters.

Canada Revenue Agency | Technical Advisor, Criminal Investigations Division | Aug 2014 to Oct 2014

- Responsible for providing direction and guidance to Investigators, Team Leaders and Manager in relation to ongoing tax evasion investigations.

Canada Revenue Agency | Training Officer, Criminal Investigations Directorate | Oct 2011 to Aug 2014

- Responsible for delivery and coordination of training for investigators at a national level;
- Responsible with a high-performance team for the development and overhaul of the Criminal Investigations training program and priorities in light of divisional transformation. Visited and audited Internal Revenue Service (IRS) training facilities in the United States in consideration for development of the CRA training and suggested implementation of selected techniques to CRA training program in accordance with IRS successes.

Canada Revenue Agency | Technical Advisor, Criminal Investigations Directorate | Jun 2011 to Sept 2011

- Reviewed Information to Obtain Search Warrants and Production Orders prepared by investigators situated in various offices nationally, provided feedback, guidance and recommendation to improve the quality of court documents.

Canada Revenue Agency | Regional Intelligence Officer, Strategic Intelligence Section for the Ontario Region | Criminal Investigations Directorate | Sept 2010 to Jun 2011

- Participated and made recommendations in Strategic Intelligence Assessment Reports of Outlaw Motorcycle Gangs and Tax Protestors;
- Played an instrumental role in the development of a selection methodology for tactical files in relation to a tax protestor project;
- Represented the Ontario Region with the Enforcement Division and built external relations with policing bodies and other government agencies involved in law-enforcement activities.

Canada Revenue Agency | Criminal Investigator (AU01 and AU02) | Criminal Investigations Division | Jul 2005 to Jun 2012 (overlaps with Intel position due to court requirements)

- Conducted criminal investigations of allegations of tax offences;
- Successfully obtained guilty pleas in referrals to PPSC;
- Prepared for court, testified in Court and obtained a Letter of Commendation from PPSC Lawyer for testimony;
- Numerous other investigative activities including planning of search activities.

Canada Revenue Agency | Civil Auditor | Jan 2000 to Jul 2005

- Conducted business audit and underground economy audits;
- Developed significant experience in Indirect Verification of Income to determine taxpayers' taxable income and GST payable (Net worth audits, projections and bank deposit analysis).

EDUCATION

Jul 2018 - Certified Forensics Examiner (CFE) accreditation/designation

Aug 2000 - CGA Program of Professional Studies (now CPA-CGA)

Jun 1994 - Accounting and Finance Diploma from Confederation College of Applied Arts & Technology, Thunder Bay, ON, Canada

Jun 1993 – Business Accounting Diploma from Confederation College of Applied Arts & Technology, Thunder Bay, ON, Canada

Jun 1991 - High school Diploma, Cité des Jeunes, Kapuskasing, ON, Canada

ACADEMIC ACTIVITIES, TRAINING COURSES AND SEMINARS ATTENDED[1]

Feb 2026 – Spin Cycle Money Laundering Conference (3 days), provided by the Financial Crime Coordination Centre (FC3)

Feb 2025 - Spin Cycle Money Laundering Conference (3 days), provided by the Financial Crime Coordination Centre (FC3)

Feb 2024 - Spin Cycle Money Laundering Conference (3 days), provided by the Financial Crime Coordination Centre (FC3)

Feb 2023 - Spin Cycle Money Laundering Conference (5 days), provided by the Financial Crime Coordination Centre (FC3)

Sept 2022 - Financial Investigative Training including Money Laundering, by Internal Revenue Service (IRS)

Jan 2021 – International Policies to Fight Money Laundering and Terrorism Financing training (one day virtual), provided by the Financial Action Task Force (FATF)

Dec 2021 –Spin Cycle Money Laundering Conference (5 days virtual), provided by the Financial Crime Coordination Centre (FC3)

Sept 2021 – CPA The One Conference (4 days virtual)

[1] Not all inclusive

May 2021 – Money Laundering Conference (1 day virtual), held by Osgoode Hall Law School

Jan 2020 – Investigative and PEACE model Interviewing training (two days), provided by Investigations Training

Mar 2018 - Powerful Negotiation Skills - A workshop to improve negotiating skills to develop techniques and strategies in negotiations, provided by PMC Training

Mar 2016 – Team Leader training in tax criminal investigations (five days), provided by CRA

Apr 2016 – Courtroom Testimony: Practical Skills Workshop (1/2 day virtual), provided by Osgoode Hall Law School

Mar 2015 – Drafting Information to Obtain training (3 days), provided by Osgoode Hall Law School

AWARDS, SPEAKING AND TRAINING ENGAGEMENTS AND OTHER ACCOMPLISHMENTS

Current Security Clearance – Enhanced Reliability Status (ERS) + Top Secret

Apr 2026 – Panelist on the topic of **Emerging Strategies to Prevent and Deter Financial Crime**, at the 2026 Money Flow Workshop, hosted by the Bank of Canada and the RCMP.

Feb 2025 – Panelist at Spin Cycle Money Laundering Conference (3 days), provided by the Financial Crime Coordination Centre (FC3)

Oct 2023 – involved in the development of a Pilot 5-day program for the OECD in **Major Case Management**, with the intention of repurposing this course for national use at CRA (with modifications)

Feb 2023 - Expert Panelist for a combined panel by CRA, CBSA and FINTRAC on the subject of **Money Laundering and Taxation** at the second annual FC3 Spin Cycle Money Laundering Conference

Dec 2021 – Expert Panelist for a combined panel by CRA, CBSA and FINTRAC on the subject of **Information Sharing** at the first annual FC3 Spin Cycle Money Laundering Conference

Nov 2021 - Recipient of a CRA Ontario Region Award of Excellence in the area of **Partnerships** for the year 2019, for partnerships created internationally through the OECD, resulting in the sharing of best practices with partners

2019 to current - Expert Instructor representing Canada Revenue Agency for the Organization for Economic Cooperation and Development (OECD) in the area of **Major Case Management** and **International and Inter-Agency Cooperation** (onsite and virtual)

Oct 2019 - Expert Panelist as a representative of Canada Revenue Agency at the Canadian Regulatory forum (CRF) on the subject of **Major Case Management**. The event was attended by 75 regulatory agencies

Oct 2014 – Recipient of a Canada Revenue Agency CBP Award of Excellence in the area of **Teamwork and Cooperation** for our work in the transformation of the Criminal Investigations Division training program to a seven-week intensive course