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Current Employment

Executive Associate Professor – Strategy, Entrepreneurship and Management Department, University of Alberta – from May 2008

Duties

Faculty (ATS) member with the Alberta School of Business at the University of Alberta teaching leadership, human resources, organizational behaviour, strategy, and general business courses in the graduate and undergraduate programs. Duties include the following:

- Create and instruct assigned courses using a variety of education techniques including on-line, in-person instruction
- Provide extensive feedback to students on assignments and examinations including formal grading
- Design, develop and deliver outcome-based courses independently and as a member of a team
- Contribute to the HR and education communities of practice as opportunities occur
- Follow and enforce University policies and practices
- Inspire students

Previous Employment

Executive Director of Human Resources
Alberta Health (AH)
From September 2005 to September 2014 [retirement]

Previous Duties

Provide the full range of Human Resource (HR) Management Services for a diverse and complex workforce of employees responsible for providing governance to the Alberta health care system. Duties include the following:

- Executive Committee member, reporting to the Deputy Minister, contributing to departmental and government-wide business plan goals and objectives
- Provide leadership on all strategic and tactical HR issues
- Represent management positions with external organizations including union officials
- Provide HR linkages with Departmental objectives
- Responsible for developing educational initiatives and training programs for a variety of activities
- Managed the Freedom of Information and Protection of Privacy (FOIP) function for AH
- Manage a multi-million dollar budget for the HR Branch plus various centralized funds
- Manage and coach a staff of HR managers, specialists and support staff
- Conducts and manages research activities in the area of HR
- Develop and mentor management staff in regard to HR and general management issues
- Negotiated the final collective agreement between Alberta Alcohol and Drug Abuse Commission and their employees
- Member of the GoA/AUPE collective bargaining team negotiating the Alberta collective agreement with the highest number of covered employees
- Develop and promote an inclusive and effective team culture
- Assign projects to consultants, allocate resources, monitor progress, evaluate results, and analyze recommendations
- Develop and implement integrated HR policies in various areas based on best practices and specific organizational needs
- Provide leadership for the development and implementation of performance measure systems
- Develop strategic HR plans to meet complex organizational needs

- Determine core competencies required, employees' skill sets, skill gaps and take necessary actions to address deficiencies
- Resolve issues, complaints and conflicts through various mediation and dispute resolution techniques
- Develop and implement comprehensive individual and group training plans
- Represent the Department with external agencies such as the Conference Board of Canada on a number of issues – for example; Pandemic Planning and Health Human Resources

Previous Position

Director of Human Resources
City of St. Albert
From March 2000 to September 2005

Previous Duties

Provided the full range of HR Management services for a workforce providing all municipal services to the fifth largest City in Alberta. Duties include those noted above as well as:

- Negotiated collective agreements with various union bargaining teams including transitioning negotiations to a mutual gains style
- Worked with City Council and municipal boards on a variety of sensitive political/HR issues
- Member of the Member Services Committee with the Alberta Urban Municipalities Association – projects included developing a Supplementary Retirement Executive Plan
- Management of all compensation and benefit programs including re-design to a cafeteria style and a contracting of payroll services to the private sector
- Management of workplace health programs including a complete restructure/refocus resulting in 35% savings and a 55% reduction in injuries
- Developed, implemented and managed a comprehensive Employee Assistance Program
- Responsible for employee reward and recognition programs including a major redesign of that program

- Designed and implemented a highly successful recruitment program to address issues such as succession planning
- Management of classification – including conversion from an Aiken plan to a decision band model
- Represented the employer at third party hearings such as arbitrations, WCB Hearings, etc.

Previous Position

Director of Human Resource Management
Land Force Western Area [the Army in Western Canada]
From 1994 to March 2000

Previous Duties

Managed all HR operational and strategic programs for unionized and out of scope employees in various sites across Western Canada. Duties include those noted above plus the following:

- As this was a green-field site, I had to create a comprehensive, high-performance HR operation
- Managed HR operations and staff for an organization spread over six separate major locations [each with their own HR unit] and some 60 minor facilities across Western Canada
- Developed programs such as continuous improvement, mentorship, career enhancement, etc.
- Created and managed programs in areas such as employability, organizational effectiveness, team building, change management, etc. using a variety of approaches and tools
- Responsible for the complete closeout of civilian operations at Canadian Forces Bases Chilliwack and Calgary
- Worked with other government departments, unions, members of the public, political authorities, etc. to build consensus and carryout partnership projects

Previous Employment

From 1987 until 1994 I was employed with National Defence in increasingly more senior HR positions. During this time I also had the opportunity to undertake a number of line management assignments.

Other Work Skills

Include:

- Outstanding service orientation
- Strong belief in the importance of developing, maintaining and maximizing partnerships
- Excellent verbal and written communication skills

Memberships

Include:

- International Personnel Management Association – Canada
- Human Resource Institute of Alberta
- Human Resource Certification Institute
- Society for Human Resource Management
- Institute of Corporate Directors
- Project Management Institute

Education

Masters of Business Administration (Human Resource Management specialization) at Royal Roads University

Training

I have extensive training in the following areas

- General management
- Human resource management
- Organizational effectiveness
- Conflict resolution
- Mediation
- Project management
- Change management
- Resource management
- Business practices

I graduated from the Government of Alberta/University of Alberta Corporate Executive Development Program

Occupational Certifications

Include:

- Chartered Professional in Human Resources [CPHR]

- Advanced Certified Professional, International Public Management Association – [IPMA–ACP]
- Human Resource Management Professional [HRMP]
- Society for Human Resource Management – Senior Certified Professional [SHRM–SCP]
- Project Management Professional [PMP]
- * Staffing Officer [Public Service Commission of Canada]
- * Industrial Relations Officer [Treasury Board of Canada (TBoC)]
- * Training and Development Officer [TBoC]
- Various workplace safety certifications
- Certified to conduct MBTI, Strong, Emotional Intelligence and similar psychometric testing
- Human Resource & Organizational Effectiveness certification [University Associates]

* Each of these certificate programs was two years in duration consisting of courses, on-job assignments and formal assessments

Awards

Include:

- Canada 125 Medal for outstanding service and HR Leadership
- Three Alberta's Premier's Awards for Excellence
- Deputy Minister [National Defence] Award for outstanding HR leadership in managing a national strike
- Two Commander's commendations for various management innovations
- Year of the Volunteer Award from Government of Canada
- Founders' Award for Leadership – Royal Roads University
- Mackenzie Visiting/Sessional Teaching Award from The Business Students' Association at the University of Alberta
- Presidential Commendation for Voluntarism from the National Association of Federal Retirees

Volunteer Activities

Include:

- Current – National Board Member and District Director [Prairies and NWT] for the National Association of Federal Retirees (NAFR) – NAFR is an advocacy organization with a membership of 180,000 former and current military, RCMP, federally appointed judges and federal public servants
- Current – Chair of the National Human Resources and Planning Committee – NAFR
- Delivering training on seniors' issues such as Encore Employment at the Grey Matters Conferences in Alberta
- Mentor for students on Grant MacEwan and University of Alberta HR programs
- Previous – Member of the Alberta Minister of Seniors and Housing Advisory Committee
- Previous – President – International Personnel Management Association – Canada for three years
- Previous – Canadian Representative – International Personnel Management Association for three years
- Previous – First Vice President and Health Benefits Officer – NAFR – Edmonton Branch
- Previous – Chair – Canadian Association of Retired Persons [CARP] – Central and Northern Alberta [Edmonton] Chapter
- Previous – Director – Edmonton Seniors' Coordinating Council
- Previous – Chair – Governance Committee – Edmonton Seniors' Coordinating Council
- Various other volunteer responsibilities in a number of Associations