

Immediately following university, I entered into my first role in Human Resources and now have over thirty-five years' experience. I spent my early career managing employment agencies, supporting small business start-ups, and then was employed for over ten years with NOVA Gas Transmission and then TransCanada Pipelines. At NOVA I was a senior consultant in the Career Resource Centre, seconded as a lead-facilitator of an off-site employee training called "Interpersonal Skill Development", Team Leader of the Benefits team and then I left my last position as the Manager of Employment Services in 2001 to pursue my consulting practice.

In 2001, I volunteered 20/hours per week to the Canadian Cancer Society's Calgary Wig Bank to lead its redesign and revitalization. Back in 1987, I founded the Wig Bank which provides free wigs and help for women undergoing Cancer treatment.

From 2002 to 2006, I worked with the Muttart Foundation as the Calgary Cluster Consultant. This was a pilot project during which I provided senior level human resource services, organizational strategy support, leadership development, and performance coaching to the CEO's of seven non-profit organizations: Big Brothers Big Sisters, Children's Cottage, Calgary Counselling Centre, The Kerby Centre, Meals on Wheels, Volunteer Calgary and the YWCA of Calgary.

I am the founder and principle of Wise Resources Inc., a consulting firm focused on supporting primarily small business and not-for-profit organizations in the Calgary and surrounding area. Since 2006, I have provided support to over forty not-for-profit organizations. In these organizations, I typically work with the CEO or Executive Director and their management and leadership teams on understanding and developing increased employee engagement and organizational effectiveness. The key to my success has been my ability to provide support and direction to an organization based on a solid understanding of their history, strategic direction, leadership philosophy and staffing strategy. From there, I can effectively ensure the organization builds capacity, integrates the knowledge, advances its staff, and is able to make informed and effective decisions.

Just a few highlights from my experience are:

1. LEADERSHIP

- a. Consulted with Leaders and Boards to assess their understanding of and requirements for human resources management strategies; design processes, philosophical positions, and initiatives that align with their overall strategic direction.
- b. Led a large team of Human Resource professionals in developing and implementing multiple human resource functions for both field and corporate staff, including a Career Resource Centre, a best-practice severance program, an innovative on-boarding practice, an interactive flexible benefits website, and a comprehensive compensation program.
- c. Led skill development and training efforts including dissemination of multi-faceted and complex information for organizations with employee bases ranging from 12 to 5,000.

2. STRATEGY

- a. Supported leaders in re-visioning and structuring organizational configuration to facilitate alignment with strategic direction. Involved remodeling of roles and renewing of culture for increased employee engagement.
- b. Wrote a comprehensive framework for developing a "Shared Human Resources Service" for the HR Council of Voluntary Organizations, based an innovative pilot project.

3. PROGRAM DESIGN

- a. Developed and conducted program evaluations and audits with business and financial considerations. Created program certification processes for three organizations.
- b. Founded a community service program; years later, led the redesign and revitalization of the program; created strategies to optimize current inventory and ensure sustainability of donations.
- c. Researched, designed and wrote the foundational document for new community-based programs; one supporting community housing for adults with developmental disabilities and another for a children's activity program for parents requiring additional support.
- d. Created comprehensive structures and systems to increase market competitiveness, effective recruitment, and facilitate higher retention and performance of employees.

4. TOTAL COMPENSATION

- a. Created strategies and philosophies for outlining the terms of a pay-for-performance compensation initiative; developed a transition program for moving contractors to employees while ensuring legislative compliance.
- b. Designed, implemented and managed an innovative web-based flexible benefit program, deployed across three divergent business streams.
- c. Coordinated the development of an HR Intranet application promoting employee-service which resulted in the electronic registration of 84% of a 5000-employee base.

5. PERFORMANCE MANAGEMENT

- a. Developed performance assessment tools for senior leaders, boards, and employees; assessed and coached strategies to support results.
- b. Coached and trained senior leaders and their management teams on how to integrate a performance management strategy throughout their organization as a foundational component of the employee life-cycle.
- c. Developed a program for slow-learning adults to understand and meet job expectations.

6. BUSINESS/RISK MANAGEMENT

- a. Developed succession plans for CEO's and management teams, covering contingencies such as coverage for various lengths of absence, non-return of the CEO, financial authorizations, decision-making authority, and responsibility and interaction of the Board.
- b. Developed a risk management strategy and benchmarks to ensure business operations were compliant with Provincial Privacy legislation and HS&E requirements.

Volunteer experience:

- Board member: Mountain View Community; twenty-five years in a leadership role
- President Empower Africa outreach organization
- Strategic KC Leadership Member: Congress WBN; Sector Leader of Global Leadership Interlink
- Support the Canadian Cancer Society Wig Bank; Volunteer with the "Look Good Feel Better" program at Tom Baker
- Current Member HRIA Association and Alberta Women Entrepreneurs