

EDUCATIONAL QUALIFICATIONS

Doctor of Education	Walden University	2011
Master of Business Administration	Royal Roads University	2002
Permanent Teaching Certificate	Government of Alberta	1984
Bachelor of Education	University of Calgary	1982
Bachelor of Arts	University of Saskatchewan	1978

PROFESSIONAL HISTORY

PRESIDENT, SENGAL LEARNING AND DEVELOPMENT INC. 2017 – PRESENT

- Management and leadership development Consultancy

LECTURER 2019 - PRESENT

University of British Columbia

Courses taught

Sauder School of Business, Undergraduate Programs

- COMM 203 Managing the Employment Relationship
- COMM 292 Management and Organizational Behaviour
- COMM 321 Organizational Behaviour
- COMM 329 Principles of Organizational Behaviour
- COHR 303 Strategic Staffing
- COHR 305 Strategic Compensation
- COHR 401 Organizational Change
- COHR 403 Managing Diversity
- COHR 408 Organizational Design
- COMM 390 Business Writing

Robert H. Lee Graduate School, Sauder School of Business (MM, Professional MBA, Full-time MBA)

- BAHF 505 Leadership
- BAHF 508 Managing Change
- BAHF 516 Leading Teams
- BAHF 560 Building High Performance Teams
- BA 564 Leadership
- BA 511 Community Business Project

Other

- Jump Start Faculty Lead

Faculty Advisor/Mentor

- UBC Chapter ENACTUS
- UBC Human Resources Management Club
Team Coach for Regional HR Case Competition
- SEEDS Sustainability Program

SESSIONAL INSTRUCTOR 2016 - 2018

University of British Columbia

VISITING LECTURER 2000 - 2018

Simon Fraser University

Courses taught

Beedie School of Business (2015- 2018)

- BUS 401 (4 credits): Developing Organizational Opportunities (capstone course for Business Minor program)
- BUS 200 Business Fundamentals (Fall 2016) (Foundation course for Business Minor program)

Award

- Teaching Excellence Award: 2017, 2018

INSTRUCTOR

2012 - 2016

Simon Fraser University

Continuing Studies

The certificate courses are taught each semester throughout the year.

Business Management Certificate program

- MGMT 120 Business Administration

Human Resources Management Certificate program

- MGMT 310 Human Resources Management
- MGMT 325 Performance Management
- MGMT 315 Strategic Human Resource Planning

Course(s) developed

- MGMT 120 Online edition of Business Administration

INSTRUCTOR

1998 - 2015

British Columbia Institute of Technology Polytechnic

Courses taught

School of Business (2000- current)

- ORGB 1105 Organizational Behaviour
- BUSA 2005 Principles of Management
- HRMG 4605 Strategic Human Resource Planning
- HRMG 3305 Recruitment and Selection

PRESIDENT

2003 - PRESENT

Senga Consulting Inc.

- Improve decision making through increased engagement and communication
- Management development, team building, facilitation, stakeholder engagement and action planning
- Performance management
- Organizational Effectiveness consulting focusing on change implementation, assessment, business coaching and learning.

ASSOCIATE, ORGANIZATIONAL CHANGE LEAD AND CULTURE CHANGE LEAD

2003 - 2004

Tekara Organizational Effectiveness Inc.

- Design and develop a range of change management and culture products and services for Tekara targeting large organizations undergoing significant change
- Consulting services in change management and organizational culture
- Current client change contract including development of a change strategy and communications plan including developing sponsorship, employee involvement and management implementation support.

TRAINING AND DEVELOPMENT MANAGER

2002-2003

Accenture Business Services for Utilities

- Managed a staff of 10 technical Trainer Analysts with a budget of \$1.2M providing technical training to Customer Service Business organization of 800 employees
- Reduced the training budget by two headcount with savings of over \$200K within one fiscal budget through the rationalization of work processes
- Provided leadership through culture change to align with organizational changes by challenging trainers to seek innovative solutions that exceed business' expectations during an SAP installation and an acquisition
- Successfully lead the development and delivery of business knowledge training to 100 new employees in 7 weeks

HR BUSINESS PARTNER

1998-2003

BC Hydro

SUPERVISOR

- Relief Lead Human Resources Business Partner for department of eight professionals
- *Project Highlights*
- Developed change and transition strategy, plans, tools and support for Customer Services business unit during Accenture acquisition
- Change lead for BC Hydro (shared services and customer services business units) change team during the proposed BC Gas merger
- Developed a "Culture Change" strategy for Customer Services
- Developed and implemented a new Performance Management and variable pay program to over 100 managers with the result of a strong scorecard and aligned business objectives and results
- Co-lead and facilitated development and delivery of a Employee Recognition program for Customer Services (800 employees) with a net increase in employee morale and satisfaction

CHANGE MANAGEMENT

- Lead change teams that developed and delivered change and transition support to managers and employees during a proposed merger, BPR and acquisition
- Developed competency for management and employees in sales, operations and finance
- Facilitated the development and implementation of performance measures for process teams
- Designed, developed and facilitated the development and implementation of business strategy project for 'back office' organization

CLIENT SERVICES

- Lead department strategy development and implementation, group facilitation, change management, team effectiveness, leadership, management and employee development
- Overall increase in communication and sponsorship skills of managers in Customer Services compared to other parts of the organization. Effectively implemented a number of substantial changes with strong employee involvement and support
- Active member of Customer Services Management team
- Collective agreement application, grievance management, discipline
- Developed an employee attendance program and manual for line managers

BUSINESS EFFECTIVENESS

- Facilitated development of employee and customer satisfaction measures with strategies for implementation
- Program targeted areas of importance and satisfaction for employees and customers

ORGANIZATIONAL DEVELOPMENT TEAM

1995-1998

BC Hydro

ORGANIZATIONAL EFFECTIVENESS & ORGANIZATIONAL DEVELOPMENT

- Implemented culture change initiatives including competencies and performance management
- Developed and delivered change and transition training to managers and employees resulting in managers acquiring change and transition skills to effectively implement organizational change
- Developed a transition strategy and plan for Customer Service Regions which resulted in managers having tools to communicate and manage change e.g., high employee involvement in province wide restructuring
- Developed and delivered competency based selection process for Customer Services resulting in better candidates being selected for jobs (i.e. lower sick leave, discipline etc.)
- Developed a competency based Performance Management system which aligned the objectives of results of individual with the goals of the organization
- Developed a competency profiles for key jobs for recruitment and selection

TRAINING & DEVELOPMENT

- Project lead for development and successful implementation of performance management program in Customer Services for management, professional and union employees
- Successful joint union/management involvement in performance management project for over 830 unionized employees in Customer Services province wide
- Developed and trained managers on team building, coaching and 360 degree feedback

CORPORATE HUMAN RESOURCES PROJECTS

Marketing and Customer Services Business Representative on the following projects:

- Strategic Business Representative on:
 - HR Re-engineering project change team
 - Pay for performance project
 - Performance Management
 - Rewards and Recognition
 - Corporate Training Review

CONSULTANT

1991- 1995

Rawcliffe & Associates

CAREER PLANNING PROGRAM DESIGN, DEVELOPMENT AND DELIVERY

- Successfully assisted over 1000 individuals in career planning and career transition

PROFESSIONAL DEVELOPMENT

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| ▪ Organization and Relationship Systems Coaching | ORSC |
| ▪ Leadership Vancouver | |
| ▪ Certified Facilitator | Insights Canada |
| ▪ Leadership Development | Legacy Alliance (Seattle) |
| ▪ Competency Conference | Linkage Toronto Conference |
| ▪ Leadership Conferences | MICA Vancouver |

OTHER COURSES

- | | |
|---|--------------------------------|
| ▪ Managing Organizational Change (ODR/IMA/ProSci) | ▪ Effective Negotiation Skills |
| ▪ Project Management | ▪ Effective Facilitation |
| ▪ Organizational Development | ▪ Performance Coaching |
| ▪ Appreciative Inquiry | ▪ Landmark Communication |
| ▪ ORSC Coaching | |

LEARNING MANAGEMENT TECHNOLOGY

- Canvas: Commercial and Open Source
- Blackboard
- Connect
- D2L

PROFESSIONAL AND COMMUNITY INVOLVEMENT

- Volunteer for Loran Scholarship (Western Canada Regional Selection Committee)
- Mentor for Loran Scholar
- Director on the Board of the British Columbia Organizational Development Network (BCODN)
- Member of the Program Advisory Committee (PAC), University Canada West
- Mentor with Building Community Organizations (BCO) for Organizational Development community projects
- Chair of Coast Social Enterprise Foundation Council
- Past Chair of Coast Social Enterprise Foundation
- Past Contributing editor of CCH Canadian Ltd. Ultimate HR Manual, Western Edition
- Past VP of Professional Development, BC Organizational Development Network Board of Directors
- Past chair of the Professional Development Council for BC Human Resource Management Association
- Past Director of Coast Social Enterprise Board
- Leadership Vancouver (developed a social enterprise business plan for DEYAS)
- Past Strata President (\$24M asset with \$0.5M annual operating budget)
- Past BC Hydro representative of SFU Coop Program Industry Advisory Team
- Past President and Member, Vancouver City Singers
- Past Volunteer, Vancouver Art Gallery
- Past Member, Renaissance Singers and Players and Director of RSP Board
- Past Board Member, Calgary Family Service Bureau: Planning/Marketing
- Past Member, Advisory Board for community magazine
- Past Director of Publicity, Kensington Sinfonia Board

MEMBERSHIPS

- BC Organizational Development Network
- Chartered Professionals in Human Resources of British Columbia and Yukon
 - Certified Professional Human Resource (CPHR)

AWARDS

- Recipient of the Simon Fraser University, Beedie School of Business Teaching Honour Roll
- Recipient of the Royal Roads University Leadership and Dedication Award