

Carol Ann Schumacher

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Summary of skills and qualifications

A Human Resource Development professional for 30 years in technical, supervisory, and management capacities, including 23 years in the private sector: financial services, manufacturing and retail industries, and 7 years in state and county government. Extensive experience in training design, delivery and evaluation, total quality management, team facilitation, organizational assessment and development, corporate merging and restructuring, partnering, learning product development, change management and performance improvement technology. Skills include education and background serving the HR functions of hiring and employment, benefits, compensation, EEO and ADA, and employee relations and grievance investigations.

Management/Administration

- ◆ Principle Owner of Schumacher Organizational Solutions a Management Consulting firm specializing in Performance Management Intervention, Organizational Development Consultation and Training Delivery.
- ◆ Managed the Organizational Development & Training Department for the State's Top Ranked Title Insurance Company (a Fortune 300 Company). Designed and administered the Eagle University Corporate College including use of Adjunct Faculty and a Peer Training Program to deliver internal certification programs specific to the Escrow & Title Industry. Designed and administer the Employee Opinion Survey for the SW Region.
- ◆ Managed the training function and served as executive training consultant to the Executive Leadership Team for a state agency with 1,000 employees and 6 Divisions that provided 86 distinct services to all other State of Arizona agencies.
- ◆ Supervised a staff of management consultants that designed and administered agency-wide assessments, special projects and events, and designed total quality curriculum, activities and quality award applications (Agency won the AZ Governor's Award for Quality).
- ◆ Managed 12 trainers that designed and delivered over 50 employee management development topics statewide. Designed and managed adjunct faculty program that allowed multiplication of the training department's capabilities and customer service delivery throughout the State of Arizona. Facilitated DES Executive Team meetings, executive training & Strategic Planning.
- ◆ Managed 50 contract trainers who delivered over 170 topics to approximately 8,000 participants, annually. Managed in-house contracting and community open enrollment process. Served as quality control and approval authority on design and delivery of curriculum and designed and facilitated annual Trainer's Conference.

Presentation/Facilitation

- ◆ Train classes in Sexual Harassment, EEO and ADA, Customer Service, Effective Meetings, Ethics, Work Simplification, Performance Management, Quality, and 50+ other professional & leadership development topics using distance learning and accelerated learning techniques as well as traditional teaching delivery methodologies.
- ◆ Serve as Certified Master Trainer for all Achieve Global (formerly Zenger-Miller) training and team building products.
- ◆ Instructed Arizona State University/ASTD Human Performance Improvement Certificate Program, currently teach Communications Classes.
- ◆ Facilitated Restructuring and Resource Allocation Team processes for various departments in 2nd largest County (Maricopa) in the United States, including strategic planning and internal consulting activities with executive management.
- ◆ Designed and Instructed supervisory/management, customer service, retail, mortgage lending and insurance product knowledge classes for 75 bank branches and 40 corporate departments, with an average rating of 4.7 on a 5 point scale.
- ◆ Trained staff and facilitated production management studies and created policies and procedures on all areas of personnel functions including recruiting, compensation, benefits, payroll, and employee relations for the state's largest S&L with 25 H.R. staff members and 1,100 + employees. Developed merger training and served as out-placement coordinator for layoffs when parent company sold the business. Facilitated team start-up activities for MeraTel, our internal call center.

- ◆ Trained and facilitated total quality management teams in a government organization with 5 divisions & 19 departments using TQM tools and techniques for continuous improvement activities.

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Instructional Design/Delivery

- ◆ Teach for ASU Polytechnic: Public Speaking, Communication for the Professions and Argumentation.
- ◆ Work with BLM to design for Subject Matter Experts to deliver and facilitate teams and public listening sessions.
- ◆ Designed or supervised design of over 50 training topics in multiple distance learning delivery formats.
- ◆ Created the administrative structure for Eagle University (First American Title's Internal College) including 5 colleges with specialties in technical & general curriculum, served as quality control on curriculum design/delivery.
- ◆ Managed the design process for e-learning activities including web-based Intranet and Internet delivery of courses.
- ◆ Designed workbook style guides, served as curriculum design expert, and quality control for delivery, using rating systems and checklists for consortium of 50 professional trainers offering over 170 program topics.
- ◆ Designed and implemented curriculum, policies, and procedures for 30 customer service representatives in startup operation for financial products for MeraTel the S&L's customer service call center for insurance and mortgage lending product sales and service.

Work Experience

- ◆ **Principle Owner- Schumacher Organizational Solutions** 1994 to current
- ◆ **Instructional Systems Specialist** – Bureau of Land Management NTC 06-05 to current (contract w SOS)
- ◆ **Associate Faculty Member** – Arizona State University, 1999 to current
- ◆ **HPI Consultant** – Prudential Financial – Real Estate and Relocation 6/04-11/04
- ◆ **Organizational Development Manager**, First American Title Insurance Co. AZ 4-00 to 8/02.
- ◆ **Executive Training Consultant**, AZ Department of Administration, Phoenix, AZ 12-98 to 4/00
- ◆ **Deputy Manager**, AZ Department of Economic Security, Office of Organization and Management Development, Phoenix, AZ 10-95 to 12-98
- ◆ **Training Officer II**, AZ Department of Economic Security, OMD, Phoenix, AZ 10-94 to 10-95
- ◆ **Training Officer\Organizational Consultant**, Maricopa County Organizational and Employee Development, Phoenix, Arizona 8-92 to 10-94
- ◆ **Program & Quality Assurance Manager**, Arizona Governmental Training Service, Tempe, Arizona 10-90 to 8-92
- ◆ **Education Specialist**– Bureau of Land Management, NTC, Intermittent-Temporary 11-89-11-90 (contract SOS)
- ◆ **Technical Training Unit Supervisor**, Arizona Department of Revenue, Phoenix, Arizona, 11-89 to 10-90
- ◆ **Corporate Training Specialist\HR Generalist**, MeraBank (Pinnacle West), Phoenix, AZ, 8-85 to 7-89
- ◆ **Customer Service Training Manager**, Anacomp, Inc. Phoenix, Arizona, 10-76 to 7-80

Educational Background

- ◆ Adjunct Faculty, ASU, Extended Education, Instructor for Human Performance Improvement Certificate Program
- ◆ MA in Human Resources, Organizational Development, Ottawa University, 1995
- ◆ B.A.E., Training & Development, Arizona State University, 1985
- ◆ A.A.S., Credit Union Management, Phoenix College, 1983
- ◆ Certified Instructor & *Master Trainer Achieve Global AKA Zenger-Miller* - All Programs, 1993, 1996
- ◆ Total Quality Management Process Action Teams Facilitator, 1993
- ◆ Certified as Instructor for Ethics by ASU Center for Ethics, 1993
- ◆ Certified Facilitator - Bureau of Land Management 1991
- ◆ American Society for Training & Development, member since 1984,
 - ◆ President 1/2000 -6/2001, Current Past President
 - ◆ 1992 & 1997 Valley of the Sun Chapter Conference Committee Chairperson
 - ◆ Past Vice President of Professional Development
 - ◆ Certificate of Merit Recipient & Past Member Institutes (Conference) Director
- ◆ Arizona Cactus Pine Girl Scouts of America - Leader, Volunteer Trainer, Camp Director

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Organizational Development Activities

Implementation of a Peer Training Program and Corporate University Structure - First American Title
 Change Management Series and Quality Champions- DES
 Privatization Analysis - Maricopa County & DES
 Restructuring and Resource Reallocation Process - Maricopa County
 Performance Management System redesign and training - Maricopa County
 Layoff Process and Career Center development - Maricopa County
 Layoff Process and Outplacement Services - MeraBank (Pinnacle West Capital Corp.) and Maricopa County
 Implementation of Supervisory Management Development Training Program - Maricopa County, DES & FATCO
 Creation of Training Advisory Council - Maricopa County and DES
 Creation of Adjunct Faculty Program - Maricopa County, DES and FATCO

Curriculum Design (using various methodologies)

The MeraBank Professional		Teller & New Account Training
Presenting Your Best	Professional and Personal Growth	Mortgage Lending Products
Stress: Friend and Foe	Customer Awareness	Safety: It's Everyone's Job
Sales	Performance Management	Job Search Skills
Career Center Process	Work Simplification	Total Quality Management
Sexual Harassment	Productive Presentations	Listen to Communicate
Telephone Image	Networking	Insurance Products at MeraBank
The Time Trap	Goal Setting and Decision Making	Understanding Microcomputers
Job Interview Skills	Time Management for Job Seekers	Production Management
Effective Meetings	Ethics	New Employee Orientation
Supervisor as an On the Job Trainer		The Restructuring Process at Maricopa County
Classes taught for Arizona State University		

Served as Project Sponsor for:

Diffusing Hostile People	Personal Safety	Withholding Tax
Sales Tax	EEO	Motivation and Recognition
Change Management	Positive Discipline	Preparing for Management (3 days)
Americans with Disabilities Act		

Certified to Deliver

Delivering Exceptional Customer Service in the Public Sector
 Achieve Global AKA Zenger Miller - Certified to teach all programs and Master Certified to train AG trainers

Schumacher Organizational Consulting Clients include but are not limited to:

First American Title Insurance Co, Southwest Region	Prudential Financial Real Estate & Relocation
State of Arizona	Arizona Media Credit Union
Bureau of Land Management	Fugi Films
Blue Cross Blue Shield	Various Retail Stores
Rio Salado Community College	Encore RV Parks
University of Phoenix	Pima and Maricopa County Governments

Conference Presentations

Return on Investment Panel Member – ASTD Annual Conference
 Using Subject Matter Experts to Enhance Training and Improve Credibility – International ASTD
 Moving from Training to Human Performance Technology – Intl Society for Performance Improvement/ASTD
 Privatization: Balancing the Business and Personal Sides of the Issue - Executive Women in the Public Sector Conf.
 Developing an Organizational Development Model for Change - AZ Conf. on Quality & APWA/NSDTA Conf.
 To Train or Not to Train: That is the Question - ASTD PPA Meeting & Southwest Safety Conference
 Bridging the Gap (Competency Changes for Trainers) - ASTD VOS and Old Pueblo Chapters