



## Talent Leadership Executive Summary

A Senior Talent Executive with 20+ years of global experience consistently delivering results through building high performing teams and operational excellence for fortune 100 companies and start-up's:

- ✓ Led and managed large globally distributed teams (200+) in centralized and decentralized models while meeting aggressive hiring demand plans (Americas, Europe, Asia Pacific and India).
- ✓ Executive leader/coach of developing recruiting talent – [See LinkedIn Profile References](#) + Article: [So you want to be the head of Talent Acquisition](#)
- ✓ Deep experience with Artificial Intelligence (AI) recruiting solutions: Pre-screening, Interview Scheduling, Candidate FAQ's, and employee referral programs.
- ✓ Experience building and managing Campus/College/Intern, Experience Hire, Contingent workforces, and internal Executive Hiring delivery models.
- ✓ 10+ Years working with business c-suite on global Talent Acquisition initiatives and deliverables.
- ✓ Experience managing large global budgets (up to 20mill), maximizing the ROI while optimizing OE.
- ✓ Creation of Talent Acquisition scorecards and KPI's, business value metrics, deep analytics reporting, processes that produce transparency and accountability that help evangelize and educate Senior business leaders around the ROI of go to market Talent Acquisition strategies
- ✓ Created and deployed recruiting operational frameworks against the big three recruiting metrics (Quality of Hire, Time to Hire and Cost Per Hire) that improved significant business results.
- ✓ Specialization in Professional Services, Software Services and Healthcare recruiting.
- ✓ Architected, designed and implemented sourcing models that focus on capturing global passive talent pools that drive pipeline ahead of the business demand while delivering against JIT recruiting demand.
- ✓ Experience working in matrixed global cross functional organizations requiring 'political savviness' and 'Impact and Influence without direct authority' competencies and skills to deliver results.
- ✓ Experience creating, deploying and managing Shared Services, CoE, Off-shore, Near-shore, In-sourcing, Outsourcing (RPO) recruiting models and organizations.
- ✓ Detailed experience and deployment of: ATS/CTS; SEO/SEM; CRM/TRM; Raising of Employee Brand (EVP); Enhanced Candidate Experience programs; Diversity and Inclusion initiatives; Permission based marketing; Integrated Social Media and mobile first platforms and Talent Communities; OFCCP and global employment law/Data Privacy; Advanced Sourcing/Research technologies; Competency, Cultural and Technical screening assessments; Global Career site development; VMS solutions; Global Background Investigation solutions; Advanced Financial recruiting tracking frameworks.
- ✓ Global experience delivering results as Executive Search / Agency recruiter and leader.

## Rob McIntosh: Professional Experience



### *Principal Advisor & Founder*

*Jan 2017 - Current*

Advise, coach, consult with executive leadership and recruiting solutions providers on Talent Acquisition strategies that help deliver better results.



*Jan 2015- June 2017*

### *ERE Media: Chief Analyst & Advisor*

#### **Responsibilities:**

- Help define and design new Talent Solutions offerings (Benchmarking and Micro Learning Courses)
- Pre-Sales solutions support on large enterprise deals
- Manage Editorial team for enhanced online content and conference agendas
- Interview hundreds of TA Leaders for insights, trends and challenges.
- Analyze data from TA/Sourcing surveys to produce State of TA reports, articles and presentations
- Present Industry trends, challenges at conferences and webinars with actionable takeaways
- Advise Marketing and Events team on TA Leader persona needs tied to conference content/agendas.

#### **Achievements:**

- Built first ever Talent Acquisition Benchmarking solution using actual ATS data
- Built Talent Advisor micro-learning course of 200+ micro learning videos @ 11 hours in length. Defined 14 Talent Advisor 'soft skill' competencies of high performing recruiters
- Honored to present at CareerBuilder's Empower event speaking in-between Coach K (Duke Basketball) and Condoleezza Rice on Industry Talent Trends



*Feb 2014 - Jan 2015*

### *McKesson: Vice President Global Talent Acquisition*

#### **Responsibilities:**

- Hiring of over 8,500 workers in high volume and niche job families across all the USA
- Lead, develop and manage over 150 recruiting professionals
- Manage and direct RPO partner for high volume hiring at optimal speed, cost and quality
- Develop college, Veteran and Executive search programs
- Manage a 18million dollar budget on fixed and variable programmatic investments.

## Achievements:

- Restructured the TA Organization to optimize delivery, reduce cost and better align to business needs
- Took 'the noise' out of the business through critical analysis and customer interviews identifying root core issues with the 20% of mission critical roles (High complexity).
- Helped lowered the cost per hire
- Invested in a new ATS (Taleo) to help improve data integrity, productivity and analytics.
- Deployed new mobile and candidate friendly career site and apply process.
- Created new TA KPI's and scorecards to educate and influence change in the business
- Won a 'Candie' award for Candidate Experience
- Backfilled myself with no disruption to HR/TA delivery



*Nov 2008- Jan 2014*

## **Avanade: Senior Vice President Global Talent Acquisition**

### **Responsibilities:**

- Global responsibility for all Talent Acquisition/Recruiting functions in 24+ countries (America's, Europe and Asia Pacific Regions) with a team of Approx. 100+ professionals and 7 direct reports.
- Talent Acquisition strategy and framework that meets the JIT hiring demand plans while proactively identifying, attracting and pipelining talent ahead of demand (WFP) in key areas of the business.
- Build and deploy a new Talent Acquisition CoE framework and recruiting operating model that improves Quality of Hire, Time to Hire and Cost Per Hire (Joiner).
- Raise the Avanade Employee Brand (EVP) and Enhance the Candidate Experience.

### **Achievements:**

Based off my initial 'listening tour' with the business, recruiting, HR and other key stakeholder groups, created a 5 year Talent Acquisition Plan that focused on 3 main pillars to support the business plan [*The following are highlights against the plan – Improved Quality, Speed/Velocity & Cost Optimization*].

- Created a global monthly KPI Scorecard with baseline goals and metrics against key areas: Hires against Plans; Quality of Hire; Redesigned Time to Fill (Sub metrics: Time to Source & Business Interview Time to Hire); CPJ (Cost per Joiner); Offer/Accept ratios; Bi-Annual Hiring Manager Survey index; Target Sourcing Channels; D&I Targets; Traffic light executive KPI business summary (Green = Above goal / Yellow = Areas for Opportunity / Red = Risks and Concerns).
- Lowered the worldwide recruiting C2S/CPJ from 15.2k in FY09 to currently 5.7k (Sept 13'). Biggest reduction was in the Americas from 20.3k CPJ in FY09 to currently 7.7k (Sept 13').
- Lowered Time to Fill globally from 50+ days down to a 36 day average.
- Improved Offer Acceptance to currently 88% (8% Above FY13 goal)
- Increased total Avanade Employee Referrals to 26% (up 11% from FY09) with some regions at over 40+%.
- Re-aligned the America's traditional full recruiting life-cycle recruiting model to align with the business model by creating specialized solutions with Account Management Recruiters and Sourcing/Research specialists. The new model provided an increase in recruiting velocity (from 30 to 100+ hires a month) while providing more strategic and consultative support to the business with increased proactive sourcing efforts that went deeper into previously untapped passive talent pools.
- Reduced the reliance on Agency hiring to less than 1% in North America by sharpening the focus from 80% of hires in FY09 = 'They came to us' (Active/Reactive Channels) to 60% of hires = 'We found them' (Passive/Proactive Channels) in FY13.

- Reengineered Taleo/ATS functionality to create a CRM Talent Pipeline model to start identifying and building relationships with Talent ahead of demand. Created detailed passive/active candidate sourcing channel strategy playbooks that focus on: Future Fit Candidates; Offer Declines; Silver Medalists; Warm Candidates = Interested in Avanade but timing not right (Talent Management).
- Automate the identification of targeted talent (Auto-Alerts, RSS feeds, etc) against Competitive Intelligence Company mapping by Country by Industry/Service Line by talent pool profiles. Created 150+ global competitor Employee Award identification lists = Sourcing top 5% of competitor talent (Example: Employees at IBM who won the Company 'Leadership Award')
- Deployed a SEO/SEM platform in conjunction with a new global Avanade multi-media careers page and updated employee brand weaving in EVP. Visitors up from 200k in FY09 to over 800k FY13. Platform also provides full source tracking (through to hire) ROI dashboard metrics on all investments (PPC, Job Boards, Social Media, Search Engines and Job Aggregators and niche regional campaigns). 383 hires YTD (FY13) from this investment which is 337% increase on FY10 (114 hires).
- Deployed an offshore shared services model providing both recruiting Administration and Active Channel sourcing support for onshore recruiters globally (38,000+ Transactions outsourced globally with 150+ Hires per year).
- Built an Internal Executive Search function to fill all global VP+ roles. First year cost avoidance of traditional executive search fees = over 1million.
- Created a Global real time Analytics dashboard so recruiters could use the positive data outliers and opportunity areas as the foundation of business stories to influence change and support.
- Raised the Avanade Employee Brand and enhanced the Candidate Experience through deployment of a Social media strategy (Avanade Facebook, LinkedIn, YouTube and Twitter pages) tied back to the SEO/SEM platform. Built a Talent Community framework tied to the social media platform that now has over 120k in members. Created both online career page and Taleo candidate workflow surveys to gather direct feedback on areas of strengths and improvement (86% candidates satisfaction FY13). Increased Avanade interview experience on Glassdoor.com from 43% positive feedback to 64% and moved negative feedback from 21% to 15% in 18months.
- Deployed a consistent messaging and communication platform to keep both candidates and employees (for referrals) informed of progress through the candidate workflow with added value support and EVP content.
- In last 5 years Avanade has won over 20 Global Employment Awards (Computer World Top 100 places to Work for 3 years in a row; Top Employer Europe – Multiple countries; Candidate Experience Award 'The Candies'; Work Life Award; and many more)
- Deployed a worldwide Alumni platform with 25+ key leadership hires in FY12 and currently 1,500+ members and growing.
- Created a Global Recruiting Council of Recruiting and functional leadership to help break traditional silos of inconsistent measurements, operational processes and better sharing/collaboration of best practices.
- Designed and implemented a creative global Talent recognition and reward program, "The Steinies" (2 foot tall Einstein bobble head doll). Aim was focused on rewarding "Innovative" and "Creative" efforts, actions and ideas that contribute to the success of the worldwide recruiting organization and the enhancement of worldwide recruiting best practice sharing/collaboration.
- Built a global recruiting SharePoint community for operational processes and updates, new recruiter onboarding, best practices and a worldwide knowledge sharing repository.
- Implemented a customized global training series for all recruiting delivered by both internal and external SME's focused on key topics that help raise the competency/skills level of Recruiters and Sourcers worldwide.

- Created a Global ‘Talent Magnet’ employee referral ‘lead’ program that went beyond traditional employee referral programs with the evangelization of getting employees to provide “leads” (Name, Title, Company only) of talent they came across in their daily job (Reading white papers, blogs, user groups; meeting talent at airports, etc) beyond they traditional “send us a resume of someone you know” program.
- Created, deployed and Improved operational efficiencies: deployment a global Background Investigation process and policy with a global solution provider; enhanced On boarding process; deployed a Technical/Competency/Cultural screening question repository that is also used in the pre-screening of candidates on application and interview; Built an online self-serve Hiring @ Avanade training for Hiring Managers / HR / Recruiters; Consolidation of Global Job board contracts and spend; Implemented a new global Financial tracking model for all recruiting spend by categories to gain ROI efficiencies.
- Quality of Hire Initiative: Currently in the process of a global roll out of a new worldwide interview assessment methodology that consistently measures a candidate’s Avanade competencies, behavior's, technical capability and cultural fit, against each of our workforces. The result is improved new hire performance and helps reduce managed attrition in the first 18 months of employment.



*May 2013- Oct 2013*

***Human Capital Institute: Advisor & Primary content contributor***

Responsibilities: [Talent Acquisition Strategist Course](#)



*Jan 2007 - Oct 2008 (Sold to ERE Media)*

**Job Title: Co-Founder**

SourceCon originally began as an idea to develop an educational conference uniquely dedicated to internet and telephone researchers, sourcers, sourcing leaders, and those interested in learning more about the art and science of recruitment sourcing. The SourceCon website was launched after the very first SourceCon conference in 2007 and has been a destination site for information, knowledge, and news for the sourcing community ever since. In the summer of 2009, SourceCon was purchased by ERE Media and the tradition continues.

Today SourceCon serves as the must attend annual global conferences to attend and continues to be the online destination for all things Talent Identification and Attraction.

## **Deloitte: US Sourcing CoE Lead (Talent Acquisition)**

### **Responsibilities:**

- Build and lead an internal US CoE and Offshore Shared Services Sourcing Organization to focus on the proactive identification of passive talent for JIT opportunities and pipelining ahead of demand (5 Managers and 90 Sourcers).
- Creation of creative leading edge Sourcing and Talent Acquisition strategies, programs and candidate development initiatives to attract and build personalized relationships with talent ahead of demand.
- Lead and manage an Indian sourcing organization that delivers Active channel candidates back to the US recruiting organization
- Own the US channel strategy for all Agencies and Job Boards to ensure maximum delivery and ROI
- Creation of partnerships with 3<sup>rd</sup> party sourcing/research vendors and RPO's to leverage and maximize the most efficient coverage of the sourcing channels for the firm.
- Work with Recruiting, HR, Legal and Strategic Procurement on the creation and execution of consistent programs, OFCCP compliance and processes.
- Act as the overall Sourcing SME for the US firm to advise recruitment and business leadership on creative initiatives and investments by Function, Industry, Service line and Geography.

### **Achievements:**

- First 2 weeks in role was asked to meet with all National practice consulting leaders to formulate a plan to hire more competitor talent. Prior to the meeting analyzed key recruiting data and then showed them that their historical perceptions of hiring major competitor talent was flawed. Outcome of meeting was buy in and support to change the go to market sourcing strategy and how they assess competitor talent.
- Inherited an underperforming group with 5% of the hires in FY06. Surpassed FY07 goal of 13% of overall hires for the consulting organization with 338 passive hires (18.2%). FY08 - 26% of hires for Technology Consulting practice (425).
- Reached a consistent 9:1 ratio of passive candidates submitted by the US Sourcing organization to recruiting accepted an offer with some key areas supported reaching 4:1 ratio's (FY06 was 27:1)
- Surpassed goal of 80% of candidates submitted by Sourcing to the recruiting organization must be accepted with a 92% acceptance rate for FY08.
- Drove the CPH down to 9k for the sourcing of passive candidates in FY07 from 26k in FY06.
- Inherited an Offshore sourcing organization with significant underperformance issues with only 20% acceptance rate of candidates submitted to the onshore US Industry Recruiters producing a handful of hires. By End FY08 acceptance of submissions to US recruiters increased to 73% producing 220 Hires.
- Drove down the CPH from Agencies from 29k to 22k by the end of the fiscal resulting in savings of 3.2 million through new strategies, process improvements and analytics. Was in the process of implementing a next generation VMS (Vendor Managed Solution)
- Increased hires from the job boards for the firm YOY by 4% while keeping the CPH flat through new programs (pay for performance model), revised processes and analytics. Though deep analysis stopped the investment in one major job board which resulted in no loss of hires YOY but reduced spend by 2.4million.
- Selected and Implemented a TRM/CRM solution (Salesforce.com) that provides the firm the ability to more effectively capture, track and proactively build targeted 1x1 relationships with key talent ahead of the demand. Additionally, allowed us to create and house targeted profiles, EVP's, Sourcing Channel Strategies, Competitive and Business Intelligence by Level, Industry, Function, Target Company and Geography.

- Created Competitive Intelligence profiles on all Deloitte's major competitors so when speaking with candidates recruiting and the business could target the positives of Deloitte against the weaknesses of competitors.



*March 2000 - June 2006*

***Microsoft: US Technical Central Sourcing Manager  
Senior Talent Scout***

*March 2004 - May 2006*

*March 2003 - March 2004*

**Responsibilities:**

- My team is focused on the primary and secondary intelligence gathering and sourcing of senior software professionals through creative proactive programs/strategies that align to talent and headcount planning needs that support all core technical staffing groups. Predominant focus is around the ID'ing, selling and pre-screening of hard to find fully passive technical talent.
- Provide Competitive Intelligence, Org Chart development, Peer Regression Analysis, Industry Luminary Identification and other added value services back to the staffing and business lines on key company imperative projects and initiatives.
- Management, mentoring and leadership of a team of 20 Sourcing Researchers, Candidate Generation Callers and Account Managers. Hire, develop, train and measure recruiters performance.
- Develop strong business partnerships with all Technical Staffing Directors and Leadership on the Central Sourcing Teams strategy, service delivery, communication plans; branding and future 'pipelining' against headcount forecast/plans.
- Establishes metrics and reporting processes to keep businesses informed on the sourcing pipeline and throughput of our recruitment activity that maps to their business initiatives.
- Establishes consistent, best-in-class recruitment processes and policies, baseline service level agreements, process ownership and recruiting standards for supported Staffing Groups and P&L aligned Recruiters
- Manage sourcing and screening/assessment process to ensure standards are effectively implemented and legally compliant.
- Management of all external Vendors/Partners, negotiation of contracts, creations of SLA's to maximize overall sourcing strategy and deliverables
- Constantly research the market to ensure early identification of trends, their potential impact to Microsoft, and incorporate corrective measures into the 3-year Strategic and Annual Sourcing plans.
- Partner and collaborate with Staffing Marketing, Business Process Excellence and other key staffing teams.

**Achievements:**

- Inherited a team with poor direction, under resourced, weak strategy, low morale and turned it around in 6 months.
- Dramatically changed the acceptance rates of candidates submitted/accepted by the P&L recruiters from 15% to 80% within my first year as manager of the team.
- 290 Senior Passive Technical hires FY06. (75 Hires FY05)

- Built team from 4 to 20 in 1 year with the hiring of key talent like the top 3 Internet Sourcing Guru's from Google's advanced sourcing 'Zion Team' (Industry known Deep Sourcing experts Shally Steckerl, Glenn Gutmacher, Jim Stroud and others) into full time positions on my team.
- 1<sup>st</sup> person to ever map and categorize all software development roles at Microsoft into 72 unique search profiles and 14 Industry domains that allows the systematic identification and common language screening of candidates. This project was so successful that the work is being used by other staffing groups and teams in the business to onboard and train recruiters, and is the core framework for the new ER program that was rolled out at Microsoft.
- Created Elevator Pitches (EVP's) for all Core Tech Profiles supported - help sell passive candidates on why Microsoft by technical business group.
- Subject matter expert for sourcing and talent pipeline evaluation and selection committee of Microsoft's next Global ATS/CTS recruiting solution.
- Implemented the first worldwide Microsoft CRM staffing solution for Future Interest pipelining and proactive 1x1 permission based marketing to candidates (Candidate Development).
- Architected, designed and automated the identification of all active/semi-active candidates on the web through the use of robots (run 24/7 globally), advanced technologies and processes that map to the key profiles and business imperative projects.
- Operationalized and delivery of never done before Microsoft creative sourcing programs: Re-engaging and re-selling of candidates that had turned Microsoft offers down in the last 5+ years; Reapproaching the top 5% of ex Microsoft employees; Peer Regression Analysis on Microsoft top performers to ID external industry high performers.
- Reapproach strategy for college candidates that turned down our offers 3 years ago and were now experience professionals. Result of this strategy alone was we hired 26 of these candidates in less than 2months.
- Outsourced all the Administivia (RPO - data entry and database dupe checking, etc) on my team to an onshore/offshore vendor thus freeing up their time to focus on their true craft.
- Created an architected transparent processes and metrics that held all parties accountable (my staff and our customers) at each of the stages of our candidates lifecycle.
- Created and Published a widely acclaimed internal monthly sourcing newsletter that covers: sourcing metrics; results; throughput; yield; Competitive Intelligence; sourcing tips; 'Ask the Boolean Experts' support group.
- Brought in as SME for Global recruiting initiatives in India, China, Moscow, South Africa & Romania to help devise strategy and resource support. Provided global sourcing support with 80% of talent identified by the Central Sourcing Team accepted by the international recruitment team for local events (China, Moscow, Romania, and South Africa).
- Implemented and delivered the first ever formal sourcing training for all core tech P&L recruiters (120+) by leveraging the deep sourcing knowledge and expertise present on my team.



*(Canada) March 2000 – March 2003*

### ***Microsoft: National Recruitment Manager***

#### **Responsibilities:**

- Manage a Team of Recruiters responsible for all full-time and contract positions in Microsoft Canada, through internal and external means.
- Partner closely with GM's, Directors and Managers on recruitment strategy, process, execution and successful completion of their searches. Follow up with post mortem meetings on successes and areas for improvement.



- Direct headhunting of senior level candidates from enterprise and competitive organizations.
- Compose and execute on RFI's and RFP's for Recruitment services.
- Management of selected partner recruitment agencies across the country. Implemented detailed processes, training of agency recruiters, creative fee structures, and international search programs.
- Manage an advertising and PR agency through large Media campaigns. Work with PR & Media agencies on raising the profile of MS Canada.

#### **Achievements:**

- 130+ full time positions filled a year (Positions: Technical, Sales, Marketing, Consulting, MSN, Product Support, Business Operations)
- Creative sourcing of candidates through; Direct Head Hunting, Executive Research company, Online banner advertising, Dedicated search vendors, MS Web site, Employee Referral program, Networking with Microsoft managers and employees, Recruitment and Executive Search Agencies, Networking with senior Industry contacts, Events, Job Fairs, Job boards, AIRS & Boolean tools, and Print media campaigns and PR firm
- Created and Chaired recruitment roundtables (solicit input from a cross-section of MS employee's on alternate recruitment sources and strategies relating to their LOB's).
- Created RFI's and RFP's for Recruitment Agency & Vendor services.
- Created an internal/external recruitment infrastructure (Process's, ASP Database, policies, SLA's for agencies, statistics on hiring/costs/sources and built an extensive new jobs page on Microsoft.ca)
- Researched and implemented recruitment programs with Visible Minority and Diversity Associations/Non-Profit Organizations.

**Employer:**            **Robert Half International (Canada) *January 1999 – March 2000***

**Job Title:**            *Senior IT Recruiter (Contracting & Permanent search's)*

#### **Responsibilities:**

- Responsible for generation of new business through cold calling & networking.
- Competency and structured interviewing of candidates.
- Searching of senior Networking, Development full time and contract IT professionals through multiple sources (Internet, referrals, networking, job fairs, and direct head hunting).
- Screening of candidates at Career Fairs.
- Reference checking of candidates.
- Training of junior recruiters.

#### **Achievements:**

- Generated \$730,000 in revenue in 99/00' = 132% of target.
- Picked up new major accounts for the Ottawa office – Nortel, Cognos, Microsoft, and Cisco.
- Penetrated Government Departments at Director General Level (One level below National Ministerial Department Heads).

**Employer:**            **Greythorn Limited (Australia) *September 1997 – September 1998***

**Job Title:**            *Manager Executive Search & Divisional Manager IT Sales Recruitment*

#### **Responsibilities:**

- New Business generation of 'C' level Executives, Senior IT and Sales Executives Searches.
- Creative sourcing strategies for Senior Executives; Networking, Direct Head Hunting, Web flip searches, Events, Referrals, partnering with other agencies, Membership in key associations, campaigns targeting executives in the press (interviews, new appointments, white papers) and international candidates.
- Succession Planning & Strategy with Clients.

- Foster relationships with key executives in enterprise businesses across Australia and the UK.
- In-depth Soft and Competency based interviewing of Executive candidates.
- Leadership, Training and mentoring a team of 3 recruiters.

**Achievements:**

- Record \$242,000 worth of Billing in 3 months.
- Landed new major accounts - Microsoft, BMC Software, SAP, and Peoplesoft.
- Promoted to Manage the International Executive Search Division.

**Employer: Dunhill Management Services (Australia) Dec 1996 – Sept 1997**

**Job Title:** *Senior IT & T Recruitment Consultant*

**Responsibilities:**

- New business development of ‘C’ level IT/Telecommunications & Senior Sales Executives through retained search.
- Promotion of Advertising Services and the placement of client jobs in all major National Newspapers.
- Fostered relationships with key executives in enterprise businesses across Australia.
- Structured and Competency based interviewing of candidates.
- Creative sourcing strategies; Networking, Web searches, Direct Head Hunting, Events, Referrals, International searches, Membership in key associations

**Achievements:**

- 220% of Budget in first Quarter and Nationally Top 5 out of 60 Recruiters.
- YTD 130% above annual target for company trip to Bermuda.
- Broke the record for most client paid job advertisements (\$94,000) in one edition. With the largest Newspaper in Australia (Sydney-Morning Herald)

**Employer: Various Software and Hardware Companies**

**Job Title:** *Business Development and Account Management*

**Employer: Sony Music (Australia)**

**Job Title:** *Programmer & Mainframe Operations*

**Education**

Control Data Institute (Sydney Australia)

Advanced Diploma in Programming and Operations - COBOL, RPG I, RPG II, Basic, DOS, Mainframe Administration and Operations, Media handling, Systems Management.

**Continual Learning (Training/Courses)**

- HCI: Talent Acquisition Strategist Course.
- ERE Media: Talent Advisor Course.
- Dr JM Perry: 2 day Global Executive Leadership Performance Workshop
- Foundations of Management and Leadership
- Privacy in Practice: The New Business Imperative
- Ethics In Action: Part I & II

- Situational Leadership I & II
- Advanced Project & Vendor Management
- Competency Development and Deployment
- (Advanced Outlook Training) Integrating People and Technology
- Influencing decision Makers - Effectiveness Institute
- Advanced Listening

Strengths Finder 2.0 Top 5 Themes: **Strategic; Achiever; Individualization; Ideation; Self-Assurance.**

Myers-Briggs (**ENFJ**)

### Memberships (US, Canada & Australia)

Review Board - [Association of Talent Acquisition Professionals \(ATAP\)](#)

USA - Executive Board / Human Capital Institute / CareerXroads Colloquium / SHRM / MARC (US – Metro Atlanta Recruiting Council)

Canada - Canadainfonet.org – Online mentoring program /HRPAO - Human Resource Professional Association of Ontario / CIPS – Canadian Information Processing Society

Australia - Australian Institute of Management / Australian Human Resources Institute

### **Industry Contributions, Public Speaking & Press Articles:**

Creator of Wikipedia Definition of '[Recruiting Metrics](#)' / Creator of Wikipedia Definition of '[Sourcing](#)'

Creator of ERE Media's '[Talent Advisor](#)' [Course and Certification](#)

Primary design and core content contributor – [HCI Talent Acquisition Strategist Certification](#)

ERE – [A Framework for Improving and Measuring Quality of Hire](#)

CareerBuilder Empower – [State of Talent Acquisition](#) / ERE – [Talent Analytics](#)

[HR Examiner Top 100 Influencers](#) - Rob McIntosh Top 10

Australian Talent Conference – Building Proactive Sourcing Functions to Fill Critical Positions

SourceCon Conference - Building a Successful Talent Acquisition and Sourcing Function

CareerXroads Colloquium – Advanced Metrics and Talent Acquisition Analytics

CareerXroads Colloquium - Setting up Sourcing Teams: Challenges & Opportunities

ERE Expo - Central Sourcing Developing a new recruiting model