

---

# Maggie Lomas MSc DIC

---

## Profile

Change Management and Human Resources professional with over 20 years consulting and management experience at Board, Executive and operational levels in multi-disciplined, multi-cultural, multi-location and global teams. Experience across a wide range of organizations in public, not for profit and private sector organizations in Canada, UK, USA and Europe. Areas of expertise include organization change & transformation, group facilitation, coaching, and Strategic HR.

## Skills and Experience

### Skills Summary:

- **Facilitation:** Designed, guided and implemented group sessions (workshops, retreats, focus groups, meetings) for large (up to 150 people) and small sessions (work-units, Executive teams) in topics including, for example, Strategic planning; business/operations planning; Problem identification and resolutions; decision-making; Change management; wellness; organization review and redesign; program review and planning; workforce planning; morale and engagement; performance; client service; conflict resolution; building community; team development, and knowledge sharing.
- **Sample Clients:** Greater Victoria Coalition to end Homelessness; BC Ministry of, Ministry of Environment, Ministry of Housing and Social Development, Small Business and Revenue, Public Service Agency, Work-Safe BC, Royal Roads University, Vancouver Island Health Authority, Sierra Systems, Canadian College of Performing Arts, Shell UK, Shorts Bombardier, Barclays Bank UK
- **Change and Project Management:** Planned and managed integrated (people, process and strategy) 'Change' strategies for organizations undergoing transformation (for example from Public to Private sector and/or Crown corporation status). Approaches used have included strategic and operations planning; stakeholder management strategies; risk and readiness assessment; vision development; communications planning and implementation; organization modeling; HR and OD planning wellness strategies; development and facilitation of workshops, executive meetings, planning sessions and team development; Executive team coaching and development.  
**Sample Clients:** Province of British Columbia Ministry of Environment, Ministry of Housing and Social Development, Sierra Systems, Work-Safe BC, Royal Roads University, Nova Scotia Regional Housing Authority, Tourism BC, TSB UK, Shorts-Bombardier UK, Laura Ashley UK, Shell UK
- **HR and OD:** Aligned people with organization strategy; developed and implemented HR and OD strategies including organization design: collective bargaining; performance management; integrated compensation systems; policy development: workforce planning; training and development; succession planning; team and leadership development, and coaching.
- **Sample Clients:** BC Ministry of Attorney General, Ministry of Environment, Royal Roads University; Public Service Agency of BC, Tourism BC, Vancouver Island Health Authority, BC Trade and Investment Office, Canadian Financial Institutions Commission, Morgan Bank, Pont Hope Shipyard, British Banking Association

## Employment History

<b>Lomas Consulting Inc.</b> President/Consultant	<b>2002 – current</b>
<b>Sierra Systems Group Inc</b> Senior/Principal Consultant	<b>2000 - 2002</b>
<b>Tourism British Columbia, BC</b> Executive Director, Human Resources Development	<b>1997 - 2000</b>
<b>Provincial Government of BC</b> Manager, Management Compensation and Organization: PSERC Manager, Human Resource Planning: Courts Services, Ministry of Attorney General	<b>1992 - 1997</b>
<b>Hay Management Consultants London, UK</b> Principal Consultant	<b>1987 – 1991</b>
<b>Barclays Bank UK</b> Analyst	<b>1985 – 1987</b>

## Education

<b>Imperial College, University of London</b> Master of Science, Management Science (MBA)	<b>1985</b>
<b>University of London</b> Diploma of Imperial College	<b>1985</b>
<b>University of Manchester</b> Bachelor of Science, Hons. Biology	<b>1983</b>

## Relevant Certification

<b>Myers Briggs Type Indicator Assessment</b> Certified January 2002	<b>2002</b>
<b>Emotional Intelligence Assessment and Coaching (EQ)</b> Certified December 2004	<b>2004</b>
<b>Somatic Transformation Therapy</b> Completed December 2008 –certification pending (2009)	<b>2009</b>

## SAMPLE OF CONSULTING PROJECTS/FACILITATION ASSIGNMENTS

**Greater Victoria Coalition to end Homelessness:** Development of planning framework; provision of facilitation services and transformational change context to develop organization's first business plan (facilitation of 4 workshops for up to 23 senior managers/executives representing key service agencies-private, public and NFP -for the homeless) **Nov - Dec 2008**

**Ministry of Environment - Business Services Unit:** Organization review and re-design (including workforce planning, and performance assessment) to meet mandate and service delivery expectations. Assignment included facilitation of 3 design workshops with BSU staff (17), plus 8 senior clients. **Aug – Dec 2008**

**Royal Roads University:** Project manager and subject matter expert to transform compensation model for Associate Faculty (300 contractors). Services provided included advice and guidance on compensation practices, organization change and transformation, stakeholder management, and facilitation of workshops (20 – up to 30 people), focus groups and meetings (15+ ) at all organization levels. **Feb 2007 – Sept 2008**

**Ministry of Environment - Water and Air Monitoring and Reporting:** Organization development services to improve performance and engagement including advice on OD framework; organization design; strategic and business planning; OD (including workforce & wellness) plan. Facilitation of 6 workshops to redesign organization, address issues and develop the team (20 staff). **June – Sept 2007 and Feb - March 2008**

**Vancouver Island health Authority – Primary Health Care and Chronic Disease Management:** Facilitation of 2-day retreat to review new program (Integrated Health Networks) and integrate into the division's strategic and operational plans. Included 30 VIHA staff and professionals (e.g. physicians and nurses) **March – May 2008**

**Vancouver Island health Authority – Nutrition Services:** Provided problems solving framework/plan and facilitated meetings (4) to address conflicts and build partnership between VIHA staff and external service provider agency. **March - August 2007**

**Vancouver Island health Authority – Strategic Plan:** Facilitation services to the expanded executive group to support presentation, discussion and decision-making in issues relating to the strategic plan. The Executive Management group is 30+ people from multiple disciplines (medicine, nursing, administration etc) **March 2007 – June 2008**

**Ministry of Employment and Income Assistance (now HSD) – Multicultural Awareness:** Developed and facilitated one-day workshop for key staff and advocacy groups to address conflicts, build relationships between conflicting parties and develop learning objectives for proposed training (17 participants representing different interest groups and the ministry service division) **Jan – Feb 2008**

**Ministry of Employment and Income Assistance – Protection and Loss management Services:** Organization review (performance, program and structure) and recommendations for program and ministry change including workforce plan, program improvement and cultural change. Information re current state, and future vision and gaps gathered through interviews and 6 one-day workshops (up to 75 multi-stakeholder participants) **April – October 2007**

**VIHA – Primary Health Care and Chronic Disease Management – Program planning & team development:** Facilitate 2-day strategic integration and planning retreat, & 1-day decision-making workshop with focus on team-building and program integration. (12 Program managers and director) **Feb - May 2007**

**VIHA – Planning Division Retreat:** Facilitation services for one-day organization design, workforce planning and team development retreat with Planning Division (VP, Director and 4 staff) **March 2007**

**VIHA – Community Hospitals Consultation:** Facilitate one-day consultation between Planning Division and Chief Physicians and Administrators from VI community hospitals to refocus Community Hospital program following hospital closures and reduction in services across VI. Required airing and developing plan to address the conflicts between the hospitals and 'VIHA' (the planning and exec group) and to rebuild goodwill as well as clarifying purpose of community hospitals and minimum service requirements. (18 physicians, hospital administrators and VIHA planning staff) **Feb 2007**

**Water Stewardship Division:** Project lead providing HR and OD advice and guidance, and facilitation and coaching services to integrate 4 previously separate organizations into new entity. Facilitations included 3 day organization design workshop with key staff, stakeholders and clients (up to 40 people); and culture change/organization transformation activities e.g. 2 all staff meetings (130 people all organization levels and external stakeholders), 5 all managers meetings (30 people), 3 executive team building workshops (8 people), 10+ program/project planning workshops with work units, 15+ meetings (executive and other) **Aug 2005 – March 2007**

**Work-Safe BC Change & Transformation Management Services.** The scope of this engagement covered organization-wide advice, coaching, facilitation and guidance for the re-organization of programs, services and people to implement an integrated service delivery model and a common claims management and payment system **Aug 2003- May 2006**

**Ministry of Provincial Revenue – Appeals and Litigation Review:** Facilitate 4 workshops to identify the systemic issues that result in backlogs in the A&L Branch, and to develop creative solutions. Participants include branch ADMs, executive directors and directors from 6 'partner' branches (up to 20 people)

**Ministry of Environment – Environmental Protection Division:** HR, OD and change management advice and guidance, and facilitation services to improve organization effectiveness and engagement. Facilitations included 5 All Mangers meetings (40 staff), 5 Excluded managers meetings (18 staff), 8 organization design workshops (up to 30 people ADM to grid 9), meetings and planning sessions. **May 2004 – Dec 2005**

**VIHA –Service Integration Collaborative Project:** Facilitate 2-day review of pilot project and determine how to transform the pilot into operations including addressing conflicts between parties. (20 participants representing project staff, partner physicians & other health care professionals) **Aug – Oct 2006**

**Ministry of Employment and Income Assistance – Information Management Branch:** Change management, HR, OD and facilitation services to shift culture and processes to client- focused service delivery model. Facilitation services included workshops (15) throughout IMB and including stakeholders and client groups to develop organization structure, competencies, learning requirements, performance management, implementation planning **(Jan 2003- March 2004)**

**Royal Roads University – AIS Compensation Plan:** Project lead and subject matter expert to develop classification and compensation plan for 'management services' staff. Facilitated 18 workshops with steering committee/working group to design, test and implement the plan. **(March 2004 – Feb 2006)**

**Ministry of Employment and Income Assistance – Regional Realignment:** Project manager providing organization design and facilitation services to realign the nine-region structure to the five region model preferred by related ministries, and develop a 'footprint' organization model for the new regions to support existing programs, improved service delivery, and the introduction of a future integrated service delivery model. Facilitations included 8 full day workshops with the 9 regional managers affected by the project to design the new model. **March – Sept 2003**

**Nova Scotia Housing Authority – Organization Transformation:** Project lead to develop a change & communications plan for integrating 3 housing service organizations. Plan included new governance, recommended changes to policy and legislation; organization model; HR and OD plans (including) bargaining strategy, culture change & OD plan. Facilitations included defining current state, visioning for future, and details for specific areas of change plan. 10+ workshops, up to 35 people, throughout organization. Also, facilitation of executive and management meetings. **May – Oct 2002**

**Shorts Bombardier UK – buyout:** As part of an international buy-out strategy, project managed the development of an Organization Design, Change and HR plan. Resulted in reduction in number of unions, new classification and compensation plans, organization and work simplification, integration of traditionally segregated work units. Facilitated numerous workshops and meeting to gain input and buy-in to plan. **1988-1990**

**Hay Consultants UK:** Facilitated job classification meetings with public, private and NFP organizations of varying sizes and complexity (e.g. Shell international and YMCA). Groups of up to 30 people required to reach consensus on value and pay levels for jobs. **1987 - 1999**