

CURRICULUM VITAE
SHIRLEY TRACY

Name	Shirley Ellen Elizabeth TRACY
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Approach to work	An energetic and professional approach to work with a strong commitment to adding value for the client by constant research into and application of best practice and current/future trends. All work is based on gap analysis, hard data and return on investment for the client. Methodology used in work is Human Performance Technology (International Society for Performance Improvement USA) and Criterion Referenced Instruction instructional design and delivery.
Qualifications Training & Development	<ul style="list-style-type: none"> • Currently completing the Criterion Referenced Instruction qualification (Centre for Effective Performance USA) through coaching of accredited NZ facilitator and business partner Hugh Oakley-Browne. • Certificate in Training & Development conferred by Institute of Personnel Management (UK) and gained through NZIM Canterbury. • Unit Standards completed: • 4098 - Assess candidates using supplied assessment activities. • 11552 - Design Assessment Activities. • 11551 – Moderate Assessment.
Accredited Consultant	<ul style="list-style-type: none"> • Team Management Services profiling products. • Selector Group psychometrics. • MSCEIT Emotional Intelligence Test

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Management & Leadership	<ul style="list-style-type: none"> • Diploma of Management – NZ Business School Auckland
Interests	<ul style="list-style-type: none"> • Fashion design • Snow skiing • Church activities (Anglican) • Fitness • Personal development • Family
Career History – 2000 - Current	<p>Red2Green Workplace Enablers (formerly Sundial Group Limited)</p> <p>This consultancy was set up in January 2000 as Sundial Group Limited and rebranded in 2009. The company specialises in providing evidence based human performance systems and improvements for organisations using the Human Performance Technology methodology that include:</p> <ul style="list-style-type: none"> • Performance Management Systems • Leadership Development through its unique Leaders' Café • Individual training and development, coaching and mentoring in a range of disciplines • Addressing employment problems between employers and employees and outsourcing • Change Management and structuring of companies • Training leaders in legally defensible work practices • Recruitment and selection – both acting on behalf of employers and training employers in best practice selection.
Department of Corrections Aug 97 to Aug 1999	<p>Project Manager Training & Development in the Strategic Development Group</p> <p>This role was a 2 year fixed term contract to undertake strategic training projects to equip senior managers in the</p>

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	<p>Department to operate in a partly devolved management of training environment.</p> <p>Responsibilities</p> <ul style="list-style-type: none">• Advising General Managers on training & development aspects of their strategic goals. This included costing out training budgets, setting training plans and linking training to results.• Over a 2 year period, ensuring that General Managers and their groups were able to work effectively with a training broker as part of the devolved training environment.• Setting policy for structured management training, developing the programme concept, undertaking the tendering process and appointing a preferred provider.• Managing the introduction of Department-wide training projects.• Representing the Department on Te Kaiawhina Ahumahi (ITO for Social Services) and in the Public Sector Training Organisation (PSTO).
<p>National Mutual Life Association (Now AXA) October 1988 to May 1997</p>	<p>Client Services Development Manager Nov 92 to Oct 96</p> <p>This position was responsible for the management of training in National Mutual's contract management systems, insurance products and for developing and delivering legal compliance training which included accrediting some 350 staff every 18 months.</p> <p>Responsibilities</p> <ul style="list-style-type: none">• Managing a team of six internal consultants• Developing performance management systems for a performance related pay environment• Managing the introduction of new systems, training and ensuring that the training material was kept current and consistent

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	<ul style="list-style-type: none">• Project management of large projects – these were mostly projects of long duration (eg: 2/3 years). <p>Conservation Project Manager - Mid 1990 to Oct 92</p> <p>Research, write and implement a strategy paper on the conservation of National Mutual business.</p> <p>Inforce Administration Manager – Oct 88 to Feb 90.</p> <p>Responsible for managing the move from functional processing to one stop case handing. This entailed taking departments that were formerly split by geographical region and function, merging them into one function for the entire country, downsizing in line with a previously completed operational effectiveness report and cross training staff.</p> <p>Achievements were:</p> <ul style="list-style-type: none">• Downsizing from 63 to 44 staff achieved within timeframe• Initiated setting up performance measurement standards• Cross-trained staff into the one stop case handing environment• Initiated a move from ad hoc to competency based training• Developed and implemented a management reporting system to identify cost and time per case completion against departmental and individual clerk standards. In a 12 month period, reduced cost per completion from \$11 to \$7.91 against a standard of \$6.13.
Previous Roles	Prior to moving to Wellington from Auckland in 1988 to join National Mutual, several years working in the Insurance industry starting as a sales person through to Administration Manager.

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Skills & Experience Training & Development	<ul style="list-style-type: none">• Qualified and experienced in all aspects of human resource development• Development, delivery and evaluation of learning programmes including the Red2Green suite of Leadership Programmes• Management of strategic needs analysis• Advising Boards on governance/management practices• Advising senior management on leadership training• Coaching for senior managers• Setting and devolving organisational performance management and training policy• Building competency models from strategic plans• Design of workplace assessment activities, assessing performance and moderating assessment• Experience in the National Qualifications Framework• Previously National Moderator of the Offender Management Qualification for Electrotechnology ITO.
Recruitment	<ul style="list-style-type: none">• Job design that is linked to Strategic Intent of an organisation• Project management of large recruitment assignments including Greenfields environments• Recruitment to management and specialist staff level• Writing of work-based selection assessments• Developing and conducting behavioural event interviews• Development of performance management systems.
Project Management	<ul style="list-style-type: none">• Managed multiple projects each with a small project team of 4/5 members• NZ project representative on an Australasian-wide project• Managed three year project focused on removing

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	<p>clients from one bank payment type to another – staff of 4 people</p> <ul style="list-style-type: none"> • Introduced structured management training and development policy and programme for an organisation with 350 managers • Project manager of a large project to realign one division of a State Sector organisation.
Financial Management & Reporting	<ul style="list-style-type: none"> • Department budget management • Managing and reporting on projects in a State Sector environment • Working Director of own company.
Leadership	<ul style="list-style-type: none"> • Strong and proven leadership skills • Development of a high performing team culture (trainers) • Competent in and committed to building both team and client relationships • Results achieved through people • Strong values based team management.
Computer	<ul style="list-style-type: none"> • Word – advanced skills • Powerpoint • Excel – elementary skills • Internet • Typing speed 78 wpm with 99% accuracy
Other skills	<p>Experience in the split between governance and management through working with both Board and Management in a number of organisations. A key aspect of all work is the impact that the governance and management expertise has on the entire organisation.</p> <p>Experienced in facilitation and presentation skills, excellent verbal and written communication skills.</p>

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Community Involvement	<p>Board member of the Interchurch Trade and Industry Mission Central 1992 – 1996. A member of the Finance Task Group responsible for:</p> <ul style="list-style-type: none">• The Director’s employment contract negotiations and performance reviews.• Approving budgets and all major expenditure items.• Setting financial policy. <p>Active in the Anglican Church, particularly at a Diocesan level – providing leadership development programmes for Clergy. Active in my local Church, St Mary’s Anglican Church in Karori where I currently serve on Vestry.</p>
Publications	<p>Frequent contributor of articles to newspaper business pages and business magazines. Copies of articles available on request.</p>
Referees and examples of work and achievements	<p>Available on request.</p>