

DAVID W. BIRKS

10559 Wagon Box Circle, Highlands Ranch, CO 80130-8951
(303) 525-2702 • birks1@qwest.net • <http://www.webprofile.info/dbirks/>

DIRECTOR, HUMAN RESOURCES & ORGANIZATIONAL DEVELOPMENT

Accomplished Human Resources executive with extensive experience leading best practices learning and organizational development opportunities. Sets strategic direction creating a continuous learning environment, improving individual and organizational performance and processes. Expert in engineering and implementing learning design, development, and delivery that increases bottom-line business results. Results-driven senior team member known for establishing positive partnerships with key leaders at all levels, providing business performance improvement solutions. Managed \$5 million annual multi-site blended-learning and organizational development activities. Exceptional communicator adapting to a variety of industry languages. Leadership spans engineering/architecture consulting, telecommunications construction; computer systems manufacturing, distribution and integration; financial services, government, higher education, and scientific research. Visionary leader establishing clear expectations for learning professionals, providing constructive feedback to create valued business advocates.

Core competencies include:

- Human Resources Professional
 - Staff Training & Development
 - Seminar & Workshop Implementation
 - Policy & Procedure Development
 - Succession Management
 - Leadership & Management Development
 - Corporate Culture & Change Management
 - Performance Improvement Consulting
 - Organizational Development
 - Strategic Partnerships
 - Instructional Design
 - Communications & Team Building
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PROFESSIONAL EXPERIENCE

- Qualified to administer: Myers-Briggs Type Indicator (® CPP Inc.), Clifton StrengthsFinder (® Gallup Organization), Social Insight [Emotional Intelligence] Inventory (® Chapin), Leadership Practices Inventory (® Kouzes & Posner), Social Styles Profile (® Wilson-Learning), Fundamental Interpersonal Relationship Orientation – Behavior FIRO-B (® CPP), Team Preference (® Sashkin), Conflict Resolution Inventory – Management of Differences Exercise (® Thomas and Kilman), Sales Potential Inventory (® G. Neil), Selling Skills Inventory (® Phillips).
- Transferred complex job functions to global business partner in Mumbai, India. Evaluation indicates knowledge transfer rates and certification levels well above 90%.
- Deployed systems enhancements in days using innovative cascading subject matter expert training delivery approach.
- Reduced over/short/fraud losses from annualized rate of \$7 million to \$2.5 million by partnering with branch delivery SVP, line managers, HR recruiters, and learning specialists to develop a new recruiting and training approach for new customer service representatives. Turnover of customer service representatives dropped substantially, as well.
- Directed learning architect to create an online independent study module to be available to all sales force team members at their workstations with “real time” visibility of changes. No incremental costs in utilizing the new intranet platform, overall training costs were reduced by avoiding printing and shipping costs to multiple locations.
- Developed and centralized a new compensation structure for trainers including a portion based on resulting performance of learners and achievement of business goals. Prepared new job descriptions including clearly defined career paths, skill requirements, competencies, levels of expertise, and promotion requirements.
- Implemented a corporate university with integrated learning systems, blending leader-led and virtual learning opportunities using a mix of media serving entire employee population. Worked with internal subject matter experts to develop instructional content.
- Designed and facilitated the following programs: leadership development initiatives and teambuilding exercises, Consultative Selling Skills Development Program for sales team, Interpersonal Communication Skills, Activity Management Program (work life balance, stress management, time management), Talent Management and Succession Planning Program, and facilitated Career Transition Skills Development Series.

Policy Studies, Inc. (PSI) – Denver, CO

2007 - Present

Outsourcing, technology, and consulting service for health, human services, and justice organizations.

Director, Talent Management

Direct strategic vision, research, design, communication, and administration within numerous progressive talent management and organizational development initiatives. Coordinate and execute operational and strategic implementation of organizational development initiatives including performance assessment, 360 Feedback, succession planning, executive coaching, organizational change management, and executive leadership training. Champion and develop leadership development architecture identifying high-potential employees to secure pipeline of future company leaders. Assess talent needs and emerging demands to develop vision for Talent Acquisition. Develop, design, and implement appropriate strategies to identify, prepare, and facilitate movement of talent and development of career ladders within and between corporate departments. Design, deliver, and sponsor a variety of learning and development initiatives. Manage implementation of various technology solutions within talent acquisition, performance measurement, and leadership development areas.

Aurora Loan Services, Mortgage Capital Division, a Lehman Brothers Company – Littleton, CO

2006 – 2007

Leading Alt A residential mortgage originator and servicer with major offices across the country and around the globe.

Vice President, Learning & Development

Manage team of corporate and operations performance improvement professionals to implement strategic initiatives across the enterprise supporting wholesale, retail, and correspondent lending; and loan servicing functions. Manage major off-shoring initiatives to Mumbai, India, office. Partner with leadership to determine performance improvement needs to align individual and team performance to meet business objectives. Create value by ensuring compliance with applicable regulations governing mortgage industry. Initiate metrics program to demonstrate progress against key requirements.

Bank of the West (formerly Commercial Federal Bank) – Omaha, NE

2001 – 2005

\$12 billion commercial bank with 200+ branches in seven states (NE, IA, MO, KS, OK, CO, AZ) and 3,000 employees.

Vice President, Learning & Organizational Development, Human Resources Division

Created a continuous learning environment that enhanced individual and organizational performance by providing development opportunities that supported desired business results. Established and implemented policies and procedures to efficiently deliver training/learning and development solutions for employees. Led virtual team across the enterprise consisting of 20 learning professionals in 17 labs in seven states to meet client and business partner needs. Taught management skills. Provided career transition counseling. Led intensive multi-year management development program for future leaders. Partnered with business leaders to evaluate individual or team performance gaps/discrepancies, diagnose causes, develop potential management and/or training/learning and development interventions, select appropriate actions, deliver solutions, measure progress, monitor results, and revise solutions.

ADeSTA Communications (acquired by Bracknell) – Omaha, NE

2000 – 2001

Construction and project management services with several hundred employees in NE, IA, and CO.

Director, Training & Organizational Development, Human Resources Division

Directed multi-state training programs for fiber optic construction superintendents, project managers, and construction teams including: Introduction to Construction and Engineering, Planning & Scheduling, Contracts Management, Team Building, Supervisory Skills Series, Advanced Leadership Skills, Customer Service for Field Personnel, Self-Performance Splicing School, Sexual Harassment, Microsoft Office Suite, American Management Association Business Skills, Accounting, and Human Resource Management. Provided performance-consulting services including gap analysis, cause analysis, intervention selection, design, implementation, change management, evaluation, and measurement. Explored alternative learning delivery systems including distance education and other synchronous and asynchronous training delivery methods. Implemented Supervisor's School to provide leadership, management, and supervision training to project superintendents and team leads. Managed numerous external service providers.

INACOM (acquired by Compaq and subsequently HP) – Omaha, NE

1999 – 2000

Computer and systems integrator with 11,000 employees in 200 locations nationwide.

Director, Technical Development & Learning Technologies, Human Resources Division

Directed asynchronous delivery of 400 online courses. Analyzed human resources performance needs. Consulted on learning technology system, organizational development and program development issues. Provided synchronous distance learning delivery. Managed a virtual team of four learning professionals. Managed training delivery logistics, record keeping, and reporting. Directed external service provider contracts valued at \$2.0 million annually.

- HDR, Inc. – Omaha, NE 1989 – 1999
Engineering and architecture consulting firm with 1,600 employees in 44 offices nationwide.
- Senior Performance Consultant for Organizational Development, Human Resources Division** (1997 – 1999)
 Analyzed human resources performance needs. Consulted on system issues, organizational development needs, and program development. Designed instructional materials for technical and business skill development. Managed training logistics, record keeping, and reporting. Managed several external service providers. Collaborated with subject-matter experts in the lines of business. Developed and implemented an integration plan for several large (100+) employee acquisition/merger targets. Explored alternative delivery methods leading to the addition of a technology training specialist to the team to implement new delivery methods.
- Internal Communications Officer, directed by the Chief Executive Officer** (1996)
 Provided support during a successful \$55 million repurchase of the company from offshore owners through an employee stock option program. Awarded company's annual Leadership Award.
- Section Manager, Engineering Division** (1993 – 1995)
 Managed environmental services section supervising 24 engineers, scientists, and planners with staff activities in solid waste management, pollution remediation, the environmental sciences associated with land, air, and water resources, and disaster damage survey and analysis for flooding and earthquakes for the Federal Emergency Management Agency.
- Senior Project Manager, Engineering Division** (1989 – 1992)
 Supervised environmental service projects in environmental management for clients nationwide. Prepared comprehensive economic and technical analysis in support of municipal revenue bond and industrial development bond financing totaling \$12 billion in infrastructure improvements for local governments and industry.
- Spokane Regional Solid Waste Disposal Project – Spokane, WA 1986 – 1989
Joint city/ county government environmental project.
- Executive Director**
 Managed site, permit and license, finance, and construction for \$300 million electric generation facility which burns 1,000 tons per day of municipal garbage to generate electricity for sale to Puget Sound Electric wheeled by the Bonneville Power Administration and Washington Water Power. Assessed available state and federal funding totaling more than \$60 million to augment local funding through successful receipt of grant funds to support new facility and services.
- City of Seattle – Seattle, WA 1982 – 1986
Municipal government.
- Director, Waste Management Section**
 Directed feasibility study of co-generation facility to dispose of municipal garbage and generate steam and/or electricity for sale. Direct implementation of countywide waste reduction, recycling, and yard waste composting programs.

EDUCATION & CERTIFICATIONS

- Master's Concentration;** Major: Adult Learning, Performance & Development, Drake University, Des Moines, IA
Master of Science; Major: Civil & Environmental Engineering, University of Iowa, Iowa City, IA
Bachelor of Science; Major: Biology/Chemistry Education, Graceland College, Lamoni, IA
- Clifton StrengthsFinder**, Gallup Organization
Myers-Briggs Type Indicator, Dr. John Lovell, National Assessment Services (NAS)
Leadership Practices Inventory (LPI), Kouzes & Posner
Fundamental Interpersonal Relationship Orientation-Behavior (FIRO-B), Dr. John Lovell, NAS
Team Preference, Dr. John Lovell, NAS
Management of Differences Exercise – Conflict Resolution Inventory, Dr. John Lovell, NAS
Sales Potential Inventory, Dr. John Lovell, NAS
Social Styles Profile, Wilson Learning

PROFESSIONAL AFFILIATIONS

- Member**, International Society for Performance Improvement (ISPI)
Member, American Society for Training & Development (ASTD)
Member, Organizational Development Network (ODN)
Member, Society for Human Resource Management (SHRM)