

Consultant:	Dawn Ringrose
Location:	2289 Seabank Road, Courtenay, British Columbia, Canada V9J 1Y1
Email:	dawn.ringrose@shaw.ca
Phone:	250-941-2064
Skype:	dawn.ringrose1

Areas of Key Expertise:

1	Organizational Excellence (Excellence Models, Quality Management Systems) – training management and staff on excellence models, conducting assessments, preparing improvement plans, providing custom training on quality tools and techniques, and where requested, providing assistance with implementation
2	Strategic Planning – creating corporate statements, conducting a situation (swot) analysis, developing goals and objectives, creating action plans, and where requested, providing assistance with implementation
3	Business Planning - evaluating business ideas, estimating market demand, profiling competitive supply, developing goals and objectives, creating action plans, projecting revenue and expenses, and where requested, providing assistance with implementation
4	Marketing - research, assessment, market and financial feasibility, planning, logo development, focus group testing, promotions, customer satisfaction surveys, and customer service audits
5	Corporate Training - developing and delivering customized corporate training programs in the areas of strategic and business planning, marketing, organizational excellence, customer service, and human resource topics such as diversity in the workplace, employee reward and recognition, and healthy workplace

Background:

Experience:	30 years
Languages:	English
Passport:	Canadian

Education and Professional Qualifications:

Education:	<ul style="list-style-type: none"> • Master of Business Administration, University of Alberta (1982) • Bachelor of Science Specialization, University of Alberta, (1980)
Professional Designations:	<ul style="list-style-type: none"> • Certified Organizational Excellence Specialist (2011) • Certified Excellence Professional, Excellence Canada (formerly National Quality Institute) (2004) • Fellow Certified Management Consultant, Canadian Association of Management Consultants (2003)

	<ul style="list-style-type: none"> • Registered ISO 9000 Specialist, Canadian Association of Management Consultants (1996) • Assessor of Quality Systems, IQA IRCA (1996) • Certified Seminar Leader, ATEC (1993) • Certified Management Consultant, Canadian Association of Management Consultants (1989)
Professional Affiliations:	<ul style="list-style-type: none"> • Canada Representative, Global Benchmarking Network (http://www.globalbenchmarking.org/) • Canada Representative, Organizational Excellence Technical Committee (QMD, ASQ) (http://www.asq-qm.org/organizational-excellence) • Chair, Collaborations and Partnerships Committee, ASQ Canada (http://asq.org/) • Representative on CMC Canada Committee, working on ISO 20700 Standard for Management Consulting (www.icmca.ca) • Director, Community Futures Strathcona (http://www.cfstrathcona.ca/) • Member, Vancouver Island Economic Alliance (http://via.ca/) • Past External Review Team Member, Premier’s Award of Excellence, Government of Alberta (www.gov.ab.ca) • Past Judge, Premiers Award for Healthy Workplaces, Alberta Health & Wellness (www.gov.ab.ca) • Past Member, Canadian Association of International Development Professionals (www.caidc-rccdi.ca/) • Past Mentor, Canadian Council for Aboriginal Business (www.ccab.com) • Past Member, Canadian Association of Family Enterprises (www.CafeCanada.ca) • Past Chair of Board, Edmonton Common Ground Arts Society • Past Committee Member (award programs): Travel Alberta (www.travelalberta.org) • Past Member & Committee Member (award program, industry services): Edmonton Capital Region Tourism Partnership (www.tourism.ede.org) • Associate Member & Past Director, Alberta Hotel and Lodging Association (www.ahla.ca) • Past Director, Greater Edmonton Visitor & Convention Association • Past Judge, Alto Awards, Travel Alberta (www.travelalberta.org) • Past Judge & Committee Member, National Awards for Tourism Excellence, Tourism Industry Association of Canada (www.tiac-aitc.ca) • Past Member & Director, Institute of Certified Management Consultants of Alberta (www.icmca.ca) • Member, Institute of Certified Management Consultants of British Columbia (www.icmca.ca)

	<ul style="list-style-type: none"> • Past Member & Operating Chair, Quality Council of Alberta (www.qca.org) • Associate, Excellence Canada (www.excellence.ca) • Past Public Member, Discipline Tribunal, Certified Management Accountants of Alberta (www.cma-alberta.com) • Past Public Member, Canadian Information Processing Society – Alberta (www.cips.ca)
Recognition and Awards:	<ul style="list-style-type: none"> • Quality and Excellence Builder Award, Quality Council of Alberta, 2005 • Fellow Certified Management Consultant, Canadian Association of Management Consultants, 2003 • Alto Award for Innovative Marketing, Travel Alberta, 2002 • Provincial and National Awards in Synchronized Swimming, 1960-1972
Recent Conference Presentations	<ul style="list-style-type: none"> • Organizational Excellence, International Human Resource Management Conference, Victoria, Canada, 2016 • First Global Assessment on the Current State of Organizational Excellence, International Benchmarking Conference hosted by the Dubai Quality Group, Dubai, United Arab Emirates, 2015 • The Evolution of Best Management Practices, Abu Dhabi Police Conference, Abu Dhabi, United Arab Emirates, 2015 • The Entrepreneurial Ecosystem: Evaluating its Effectiveness, Alberta Council of Technologies, 2015 • Incubation and Innovation: If You Can't Measure It You Can't Manage It, Alberta Council of Technologies, 2015 • The Future Consultancy, Working with Organizations to Implement QMS and Benchmark Performance, American Society for Quality, Vancouver, Canada, 2015 • Using Organizational Excellence to Further ASQ, ASQ Saskatchewan, 2015 • The Future of Organizational Excellence, Caribbean Institute for Certified Management Consultants, Port of Spain, Trinidad & Tobago, 2014 • Organizational Excellence Framework, A Guide for QMS Practitioners, American Society for Quality, Vancouver, Canada, 2014 • Introducing Organizational Excellence in Developing Countries, Canadian Quality Congress, Calgary, Canada, 2013 • Excellence in Canadian Development Cooperation – Quality Management Systems, Canadian Association of International Development Professionals, Ottawa, Canada, 2013 • Organizational Excellence Framework, World Business Capability Congress, Auckland, New Zealand, 2012 • Organizational Excellence Framework, Canadian Quality Congress, Ottawa, Canada, 2012 • Organizational Excellence Framework, 4th Annual Management Consulting

	<p>Business Symposium, Montego Bay, Jamaica, 2012</p> <ul style="list-style-type: none"> • Organizational Excellence Framework, Travel Alberta, Canada, 2005 & 2012 • Organizational Excellence Framework, Institute of Certified Management Consultants of Alberta (2009 & 2010) and British Columbia (2010), Canada
<p>Recent Publications</p>	<ul style="list-style-type: none"> • Must We Keep Reinventing The Wheel?, Organizational Excellence Specialists Blog, August 10, 2016 • Organizational Excellence Chapter, Global Encyclopedia of Public Administration, Public Policy, and Governance, Springer International Publishing, 2016 • Go Global with Excellence, Organizational Excellence Specialists Blog, January 14, 2016 • Uniting the Continents Through Excellence, Global Edition, Quality Management Division ASQ, December 2015 • New Technological Platform for Organizational Excellence, Quality Management Division ASQ, October 2015 • What is the Current State of Organizational Excellence Around the World, BPIR News, June 28, 2015 • New Technological Platform for Organizational Excellence, Organizational Excellence Specialists Blog, June 2, 2015 • Take Part in a 5 Minute Assessment of Your Organization’s Culture, Business BPIR News, February 15, 2015 • New Technological Platform for Organizational Excellence, Global Benchmarking Network Annual Newsletter, 2015 • The Benefits of Organizational Excellence Frameworks, South African Quality Institute, June 2014 • Organizational Excellence Specialists, Global Benchmarking Network Annual Newsletter, 2013 • Comparison Between the Organizational Excellence Framework and ISO 9001, Lean, & Six Sigma, December 24, 2013 • Self-Assessment and Improvement Planning, Organizational Excellence Specialists Blog, July 10, 2013 • Organizational Excellence Framework, Organizational Excellence Specialists Blog, July 18, 2013 • Creating a Global Framework, October 2013 Edition, Gazeta Global (ASQ) • Development of an Organizational Excellence Framework, The TQM Journal, Emerald Publishing (Volume 25, Number 4, 2013) • Organizational Excellence Framework, Copyright 2010, Dawn Ringrose

Work History:

Company:	Organizational Excellence Specialists Inc. (Current)
Years:	2010 to present
Title:	Principal
Role:	Responsible for development and update of the Organizational Excellence Framework publication and the development and delivery of related training programs and consulting services
Significant Projects:	<ul style="list-style-type: none">• Authoring the Organizational Excellence Framework (2010)• Developing and delivering training programs for client organizations implementing the OEF (2010 to present)• Developing an automated assessment and reporting system (2014)• Developing and delivering a train-the-trainer programs for professionals working to become licensed professionals (2010 to present)• Developing national and international alliances (2011 to present)• Conducting the 1st global assessment on the current state of organizational excellence for the Organizational Excellence Technical Committee (2015)

Company:	Dawn Ringrose & Associates Inc. (current)
Years:	1992 to present
Title:	Principal
Role:	Working with clients in the areas of: excellence models, strategic and business planning, marketing, and corporate training
Projects:	<p><u>Organizational Excellence</u></p> <ul style="list-style-type: none">• Organizational Excellence Framework train-the-trainer program, consultants in over 20 countries, Organizational Excellence Specialists, 2010-present:<ul style="list-style-type: none">○ workshops on the Organizational Excellence Framework including overview, assessment, improvement planning○ workshops on the nine key management areas - governance, leadership, planning, customers, employees, work processes, suppliers and partners, resource management, continuous improvement & performance measurement)○ workshop on the combined OEF and ISO 9000 including overview, assessment, improvement planning• First Global Assessment on the Current State of Organizational Excellence, Organizational Excellence Technical Committee , QMD, ASQ 2015 to present• Organizational Excellence Framework Assessment, Work Process Training, Coaching and Mentoring, Alberta Safety Codes Council, 2015• Working Session with ASQ Executive at ASQ Saskatchewan and ASQ Headquarters, 2015• Organizational Excellence Framework workshop with ASQ Saskatchewan members, 2015

- Work Process Training, Alberta Transportation, 2014-2015
- Award Submission Review, MAX India Group, 2014
- Organizational Excellence Framework and Future Game, Leaders in Alberta, 2014
- Organizational Excellence Framework and ISO 9001 workshop, Fort McKay Group of Companies, 2014
- Award Submission Review, International Benchmarking Awards (Singapore), Global Benchmarking Network, 2013
- Survey and Presentation on Organizational Excellence, Canadian Society of Club Managers – Alberta Chapter, 2013
- Organizational Excellence Framework workshop, University of Alberta – Hospitality Services, 2013
- Organizational Excellence Framework workshop, City Custom Door, 2013
- Work process for working with sub-contractors, Productivity Alberta, 2013
- Co- develop the Caribbean Centre for Organizational Excellence, 2012
- Customers workshop, Edmonton Tourism members , 2012
- Operations Manual and Client Satisfaction Survey, Purcell Enterprises, 2012
- Organizational Excellence Framework workshop for small organizations, Caribbean Export Development Agency, 2012
- Award Submission Review, Premiers Award of Excellence, Government of Alberta, 2011-2012
- Award Submission Review, Premiers Award for Healthy Workplaces, Government of Alberta, annually 2008-2012
- Refresher Training workshops for Internal Review Team, Premiers Award of Excellence, Government of Alberta, 2011
- Presentation on Strategic Organizational Performance Metrics, Sustainable Stewardship Committee, Government of Alberta, 2011
- Update to Marketing Chapter for the Owner & Operator Training Program, Alberta Bottle Depot Association, 2011
- Workshop on Project Work Submissions, Premiers Award of Excellence, Government of Alberta, 2010
- Quality Management Review and Process Mapping, Government Accommodation Review, Government of Alberta, 2009-2010
- Workshop on Quality and Healthy Workplace, Drayton Valley Bottle Depot, 2010
- Key Process Mapping and Quality Management System Review, Property Development Branch, Alberta Infrastructure, 2009
- Quality Award Application Assistance, City of Dawson Creek, 2005, 2007, 2009
- Review and Update to the Premier’s Award for Healthy Workplaces, Alberta Health & Wellness, 2009
- Quality Management System Training, Assessment, and Implementation Assistance with the Canadian Framework for Excellence, Alberta Infrastructure, 2008-2009
- Passport to Excellence Program, Entrepreneurship Learning Centres throughout Alberta, annually 2000-2009
- Delivery of Training Sessions related to the Owner & Operator Training Program, Alberta Bottle Depot Association, 2008-2009
- Development of Owner & Operator Training Program, Alberta Bottle Depot

Association, 2008

- Development and Administration of CEO Qnet Program (with Jacobson Consulting), 2008
- Development and Delivery of Root Cause Analysis Program, Program Delivery Branch, Alberta Infrastructure, 2008
- Development and Delivery of Customized Process Mapping Workshop, City of Edmonton, 2007
- Member Satisfaction Survey, Alberta Hotel & Lodging Association, annually 2007-2008
- Secret Shopper Assignments, Union Bank Inn, 2007
- Development of a Customer Oriented Video Loop for the Alberta Bottle Depots, Alberta Bottle Depot Association, 2007
- Development of a Self-Administered Customer Service Training Program and Video, Alberta Bottle Depot Association, 2007
- Quality Management System Training in the Canadian Framework for Excellence, Assessment, Law Society of Alberta, 2007
- Quality Management System Training in the Canadian Framework for Excellence, Assessment, Certified Management Accountants of Alberta, 2007
- Quality Management System Training in the Canadian Framework for Excellence, Assessment, Performance Measurement, City of Dawson Creek, 2007
- Assistance with Quality Award Application, Residential Support Services, Persons with Development Disabilities, 2007
- Review of the Premiers Award of Excellence Program, Personnel Administration Office, Government of Alberta, 2006
- Excellence in the Roadbuilding and Heavy Construction Industry, Alberta Roadbuilders & Heavy Construction Association, 2006
- Process Mapping Workshop, City of Dawson Creek, 2005
- Process Mapping Workshop, Quality Council of Alberta, 2005
- Quality Management System Training and Assessment, City of Dawson Creek, 2005
- Framework for Excellence Workshop, Quality Council of Alberta, 2005
- Excellence in the Alberta Tourism Industry, Travel Alberta, 2005
- Excellence in the Canadian Tourism Industry, Tourism Industry Association of Canada, 2005
- Quality Management System Training and Assessment, Persons With Developmental Disabilities, Edmonton Regional Board, 2004
- Quality Management System Assessment and Implementation, Ag-Entrepreneurship Division, Alberta Agriculture, Food, & Rural Development, 2004
- Quality Management System Training, Assessment, and Implementation, West Edmonton Mall, 2000-2003
- Process Improvement, Perimis Facilities Management, Oxford Properties, 2002
- Quality Management System Overview, Alberta Resort & Campground Association, 2002
- Quality Management System Overview, Edmonton Capital Region Tourism Partnership, 2000
- Service and Sales Training Program for Call Centre Staff, Fantasyland Hotel, 2000

- Service Quality, Century Sales & Service, 2000
- Canadian Business Award Application, West Edmonton Mall, 1999
- Assistance with ISO 9000 Implementation, Northwest Geomatics (with KPMG), 1997
- Service Quality Program, Canadian Rockies Hot Springs, Canadian Parks Service, 1997
- Service Quality Workshop, Parks & Recreation, County of Leduc, 1997
- Service Quality Workshop, Drayden Insurance, 1997
- Service Quality Program, West Edmonton Mall - Parks & Attractions, 1995
- Service Best Seminars:
 - Legislative Assembly of Alberta, 1995
 - City of Edmonton - Parks & Recreation, 1994
 - Greater Edmonton Visitor & Convention Association, 1994
 - Athabasca District Chamber of Commerce, 1994
 - Vermilion Chamber of Commerce & Lakeland College, 1994
 - Downtown and Jamie Platz YMCA, 1994
 - Edmonton Country Club, 1994
 - Royal West Edmonton Inn, 1994
 - Sure Cast Dental Laboratories, 1994
 - Downtown Business Association of Edmonton, 1993
 - Albert's Restaurants, 1993
 - Heart of Town Association, 1993
 - Canmore/Kananaskis Chamber of Commerce, 1993
 - Ukrainian Cultural Heritage Village, 993
 - County of Lamont, 1993
 - Fort Edmonton Park, 1993
 - Leduc County Education Centre, 1993
 - Westlock Economic Development & Tourism, 1993
 - Battle River Tourist Association, 1993
 - St. Paul / Smoky Lake Community Futures, 1993
 - Stawnichy's Meat Processing, 1993
 - Martek College, 1993
 - Faculty of Extension, University of Alberta,, 1993
 - SureCast Dental Laboratories, 1993

Tourism and Hospitality

- Developing a business plan for Newcastle Island (2014-15)
- Developing and testing benchmark data methodology for agri-tourism cluster projects for Alberta Agriculture & Rural Development (2008)
- Preparing the Boomtown Trail tourism development strategy for Alberta Tourism Parks & Recreation (2009)
- Preparing a tourism development strategy and feasibility study for the Town of Taber (2011)
- Reviewing Marketing Materials and Preparing a Sustainable Funding Model for the Edmonton Regional Tourism Group (2007)
- Developing and Implementing Year Round Marketing Campaigns for Alberta Attractions (2002-2005)
- Preparing a Tourism Marketing Strategy for the Devonian Botanic Garden (2005)

	<ul style="list-style-type: none"> • Conducting Market & Investment Analysis, Name & Logo Development, and Marketing Plan projects, and Preparing and Delivering Customer Service Training for the Hot Springs Enterprise Unit at the Canadian Parks Service (1993-1997) • Preparing a Community Tourism Strategy (2004) and Major Events Hosting Strategy (2009) for the City of St. Albert • Preparing the Boomtown Trail Tourism Development Strategy for Alberta Tourism, Parks & Recreation (2009) <p><u>General</u></p> <ul style="list-style-type: none"> • Conducting Employee Focus Group Research for Alberta Agriculture & Rural Development (2006) • Developing a Self-Administered Customer Service Training Program (with video) and Owner & Operator Training Program for the Alberta Bottle Depot Association (2007-2008) • Conducting Industry and Consumer Focus Group Research for the Beverage Container Management Board (2003) • Providing Business Planning Instruction and Assistance for a wide variety of entrepreneurial clients (1997-2012)
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Company:	Pannell Kerr Forster	1
Years:	5 years, 1987 – 1992	
Title:	Manager	
Role:	Working with clients in the hospitality and tourism sector on engagements such as: strategic and business planning, marketing and financial feasibility studies, tourism opportunity analyses, tourism generator studies, destination area studies, business valuations, and operational reviews.	
Significant Projects:	<p><u>Tourism & Hospitality</u></p> <ul style="list-style-type: none"> • Conducting a Tourism Opportunities Analysis for the Whitewood Mine Site for TransAlta Utilities • Conducting an Oil Industry Interpretive Park Feasibility Study for Alberta Economic Development • Preparing a Tourism Generator Study for the City of Medicine Hat • Preparing the Edmonton Tourism Destination Area Study for Alberta Tourism • Conducting Community Tourism Action Planning Workshops with municipalities throughout the province for Alberta Tourism • Conducting Management Assistance Programs with businesses in the province for Alberta Economic Development • Preparing a Strategic Review of the Canada-Saskatchewan Agreement on Tourism for the Government of Saskatchewan • Preparing a Strategic Marketing Plan 1992-1996 for Alberta Tourism 	

Company:	Deloitte Haskins and Sells	1
Years:	3 years, 1984-1987	
Title:	Senior Consultant	
Role:	Working with clients across sectors on engagements such as: organizational and program reviews, staffing requirements, policy and procedure manuals, job descriptions, executive search, records management, and information technology.	
Significant Projects:	<u>General</u> <ul style="list-style-type: none"> • Market Demand Analysis, Edmonton Symphony • Conducting an Organizational Review and Evaluation of Staffing Requirements for Community & Transportation Services, Yukon Government • Conducting an Evaluation of Library Services for Alberta Education • Preparing Administrative & Financial Policy & Procedure Manuals for Community & Transportation Services, Government of Yukon and Alberta Hospitals and Medical Care • Designing a Records Management System for Alberta Urban Hospitals 	

Statement of Experience and Ability:

Dawn Ringrose has consulted to management in areas that positively contribute to organizational performance since 1984. Functional areas of specialization include: excellence models, strategic and business planning, marketing, and corporate training. She has worked across the public, private, and non-profit sectors with small, medium, and large organizations. Dawn has earned a solid reputation for her consulting work and is highly regarded for her hands-on practical approach and clear communication style.

Dawn has also served as a Board member with a variety of professional and industry associations, as a Public Member for two professional associations, and as a Judge of prestigious provincial, national and international award programs. She has been recognized by her peers with the Fellow Certified Management Consultant designation and with awards including the Quality & Excellence Builder Award (Quality Council of Alberta) and the Alto Award for Innovative Marketing (Travel Alberta). She is currently the Canadian representative for the Global Benchmarking Network and the Organizational Excellence Technical Committee, Chair of the Collaborations and Partnerships Committee with ASQ Canada, and a representative on the Canadian committee contributing to the development of the ISO 20700 standard for management consulting.

In 2010, Dawn authored a publication for excellence practitioner's entitled the Organizational Excellence Framework (OEF). The OEF integrates leading excellence models (EFQM, Baldrige, Canadian Framework for Excellence, Australian Business Excellence Framework) and provides implementation guidelines used by management consultants and quality professionals. She has also authored an accompanying consulting toolkit that includes: scenario games, an automated assessment and reporting tool, holistic workshops to embrace the entire model, modular workshops to work in more detail on each key management area

(governance, leadership, planning, customers, employees, work processes, suppliers and partners, resource management, continuous improvement & performance measurement) and a specialty workshop that combines the OEF and ISO 9001. The automated assessment and reporting tool is currently being used to conduct the '1st global assessment on the state of organizational excellence' that was launched by the Organizational Excellence Technical Committee (QMD, ASQ) and has been endorsed by the Global Benchmarking Network. Dawn has published on the Organizational Excellence Framework in: papers for Global Encyclopedia of Public Administration, Public Policy, and Governance (Springer International Publishing in Switzerland), The TQM Journal (Emerald Publishing in the United Kingdom) and Gazeta Global (ASQ in the United States); articles for the Global Benchmarking Network, Business Process Improvement Resource (BPIR News in New Zealand), Quality Management Division ASQ (United States), and South African Quality Institute; and blogs on the website of Organizational Excellence Specialists.