

SONIA M. ALVAREZ-ROBINSON, PhD

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SUMMARY OF QUALIFICATIONS

- Twenty-five years of proven experience as a trusted advisor to executive leaders on talent management, business readiness, and organizational transformation
- Successfully established leader development programs in government, higher education, non-profit and corporate organizations
- Award recipient for excellent teaching and mentorship to undergraduate and graduate-level students
- Experience designing and delivering curriculum to effectively engage diverse learning styles
- Led distance learning program, building interactive video and online courses
- Experienced in hiring, developing, coaching and engaging staff
- Certified Senior Professional in Human Resources (SPHR)

EDUCATIONAL CREDENTIALS

Fielding Graduate University, Santa Barbara, CA – Graduated July 2013
Ph.D., Human and Organizational Systems
Dissertation: *Affective and Achievement Benefits of Employee Resource Groups*

Fielding Graduate University, Santa Barbara, CA – Graduated March 2010
Master of Arts in Human Development
Concentration: *Social and Organizational Psychology*

Georgia Southern University, Statesboro, GA - Completed November 2005
Professional Human Resources Certification

St. Mary's University, Minneapolis, MN - Graduated September 2004
Master of Arts in Human Development
Concentration: *Organizational Effectiveness*

Metropolitan State University, St. Paul, MN - Graduated 1999
Bachelor of Arts (Individualized Studies)
Concentration: *Human Resource Management, Political Science and Philosophy*

University of Minnesota - Humphrey Institute of Public Affairs - 1997
Policy Fellow – International Relations

PROFESSIONAL HISTORY

Executive Director, Strategic Consulting – Georgia Institute of Technology
March 2014 to present

- Support, guide, and advise leaders in academic, research, administration, and student support areas to improve unit, team, and individual performance.

- Lead a 12-member consulting team to deliver organizational improvement projects such as:
 - Portfolio and project management leadership to transform the Institute Research Library facilities, services, infrastructure, and technology.
 - Business readiness to prepare for implementing a new cloud-based enterprise technology.
 - Organizational design and development services to align a team to achieve new goals.
 - Facilitated strategy development process for the College of Business to define and pursue new priorities.
 - Process optimization support for a new approach to Integrated Planning, Design, and Construction.

Director, People and Change - PricewaterhouseCoopers, LLP (PwC)

February 2008 – March 2014

- Led project teams to help clients effectively manage change, better leverage talent, and improve human capital management systems. Projects included:
 - Merger/Integration Readiness: Prepared executive leaders to achieve the target benefits through clarity, focus, and engagement of talent as two hospitals merged into one.
 - Global Change Management: Prepared a global workforce for full system adoption of a new cloud-based HR information system in 18 countries.
 - Corporate University: Built a model and process to equip all employees with the skills needed to use advanced health information systems.
 - Recruitment and Retention Project: Increased process efficiency and the quality of candidates while preparing the organization for higher levels of performance.
 - Health and Hospital System Change Management and Learning Projects: Developed and launched a plan to improve employee/internal communication, external stakeholder involvement, risk and crisis communication, and marketing.
 - Organizational Structure and Workforce Planning Project: Created tools for finance leaders to assess the strengths and gaps in organizational structure, staffing, workforce planning, and competency identification and development.
 - Global Ethics and Compliance Project: Led a team to create, launch, and manage a global program roll-out to 75,000 employees in 5 countries.

Director Strategic Resource Development

Georgia Division of Public Health

January 2005 to February 2008

- Served as a member of the senior leadership team, advising on human capital and change management strategies.
- Effectively engaged employees, partners and stakeholders in developing a shared agenda, goals and objectives to improve organizational performance.
- Led Public Health Executive Leadership Development Institute using key competency development, 360 feedback and coaching tools.
- Facilitated strategic performance management, workforce/succession planning, employee satisfaction and team development processes.

Manager, Distance Communication and Learning Center – MN Department of Health
February 2003 to January 2005

- Designed and facilitated learning experiences to geographically dispersed audiences and enabled learners with different abilities and circumstances to participate in learning they would have otherwise missed.
- Helped public health leaders determine the optimal learning strategies to develop competencies in clinical, leadership and administrative functions.
- Provide consultation to organizational leaders on telehealth and telemedicine applications.

Human Resource Manager, Generalist - Cummins Power Generation

March 2001 to February 2003

- Developed strong, collaborative teams comprised of workers with different religious backgrounds, languages, countries of origin and generation.
- Authored, introduced and integrated employment policies including: Alcohol and Drug Testing, Reasonable Accommodations for Individuals with Disabilities, Family and Medical Leave, Equal Employment Opportunity/Affirmative Action, Attendance and Religious Accommodation.
- Designed system for communication with limited English speaking employees.
- Designed and implemented conflict management program.

Director, Office of Workforce Diversity - Minnesota Department of Health –

August 1996 to March 2001

- Developed and implemented effective diversity, equal employment and affirmative action programs, processing all EEO, ADA, and FMLA requests and complaints.
- Increased competency in working with people from diverse cultures through comprehensive learning and development strategies.
- Developed public policy that led to new legislation and funding to eliminate health disparities.
- Designed and directed program to increase engagement and retention.

State Recruiter - Minnesota Department of Employee Relations

September 1994 to August 1996

- Implemented low-cost recruitment efforts that yielded thousands of qualified applicants for 140 agencies with more than 2,000 different job classifications..
- Authored, published and disseminated Diversity Recruitment Guide for use by organizational leaders.
- Conducted workshops and seminars for managers to prepare them for integration of a diverse workforce.
- Participated in the collective bargaining/negotiation process.

EEO Counselor - US Department of Housing & Urban Development

May 1989 to September 1994

- Investigated and resolved allegations of discrimination filed by employees.
- Introduced creative methods of conflict management including mediation.
- Prepared affirmative action progress reports and implemented affirmative action plan.
- Certified mediator with the Minnesota Supreme Court

TEACHING EXPERIENCE

Adjunct Faculty

Morehouse School of Medicine, Master in Public Health Program

January 2008 to 2010

- Designed and delivered semester course on Academic Writing with the focus on assisting students in completing their master's thesis.
- Taught techniques and standards for writing APA academic research papers.
- Provided one-to-one feedback and coaching to students on their writing capabilities
- Referred students for remediation where needed.
- Helped students more clearly contemplate their career aspirations, balance their personal responsibilities and organize their time and thinking processes.

Workshops in Public Colleges and Universities

- **Mankato State University** *Defining Culture: A Social Psychological View*
- **Minneapolis Community and Technical College** *Women in Business*
- **Metropolitan State University** *Strategic Management*
- **MN State Colleges and Universities Office of the Chancellor** *Workforce Engagement*

Workshops in Private Colleges

- **Hamline University Graduate School** *Strategic Business Management*
- **Bethel College, Masters Program in Organizational Leadership** *Leveraging a Diverse Workforce*
- **St. Olaf College** *Strategies for Workplace Success*
- **Luther College** *Gullah Culture and Legacy*
- **University of St. Thomas Graduate School of Business**, Delivered various workshops for 11 years

Workshops in Corporations

- **Medtronic, Inc** *Strengthening Team Relations*
- **3M Corporation** *Mental Health Issues in the Workplace*
- **Bethesda Rehabilitation Hospital** *Leadership Competencies*
- **CP Rail System** *Preventing Sexual Harassment in the Workplace*
- **Cummins Power Generation** *Team Effectiveness*
- **Minnesota Department of Health** *Interpersonal Group Dynamics and Team Performance*

Seminars for Professional Associations

- **National Society of Human Resource Management EMA Conference** *Strategies for Organizational Success*
- **National Association for Family Based Services**, *Recruitment Strategies*
- **Brain Injury Assn. Of MN**, *Cross-Cultural Issues in Health Care*

PUBLICATIONS

- Empowering People to Remedy Risk: Six Leading People Practices To Galvanize Talent, Restrict Risk, And Secure Sustainable Growth. *Training Magazine*, (February 2013)
- Workforce Inclusion: Maximizing Business Performance, *PwC Thought Leadership*, (June 2011)
- Waves of Change in Federal Human Capital Management, *PwC Thought Leadership*, (February 2010)
- Structural Engineering for Attaining and Maintaining a Diverse Workforce, *American Society of Engineering Journal*, Volume 1, Issue 4, (October 2001)
- Invisible Diversity: The Substance of Things Unseen, *Insight News*, (1999)
- Archbishop Desmond Tutu Awarded the Immortal Chaplains Prize for Humanity, *La Prensa de Minnesota*, (1999)
- Life Stories: Dr. Abdul Ghafar Lakanwal, *Colors Magazine*, (1997)
- Listen to Those Who Know Poverty, *Minnesota Women's Press*, (1996)
- Welfare Recipients Need to Prepare for Coming Changes, *Insight News*, (1996)
- Have You Got What It Takes for Tomorrow? Open Eyes Open Minds *Community Guide for Students of Color*, *University of Minnesota*, (1996)