

KATHIE LYNNE PELLETIER

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CURRICULUM VITAE

EDUCATION

Claremont Graduate University - Claremont, California Ph.D. (2009)
Psychology, Organizational Behavior

Dissertation examined the effects of favored status and identification with the victim on perceptions of and reactions to leader toxicity.

California State University - San Bernardino, California M.S. (1998)
Psychology, Industrial/Organizational

San Diego State University - San Diego, California B.A. (1982)

ACADEMIC EMPLOYMENT

California State University, San Bernardino - Professor September 2008 – Present
Department of Management
Jack H. Brown College of Business and Public Administration

Courses Taught at Undergraduate and Graduate Level (MBA and Executive MBA)

- MGMT 302 – Organizational Behavior
- MGMT 451 - Organizational Theory
- MGMT 452* – Leading Effectively and Ethically
- MGMT 601 - Organization Theory and Behavior – Graduate
- MGMT 655* - Leadership for Modern Organizations -Graduate

* Courses I proposed and developed for the Management curriculum

Claremont Graduate University Drucker/Ito School of Management

Teaching and Research Assistant for Dr. Lipman-Blumen 2005-2007

California State University, San Bernardino - Adjunct Faculty

<i>Organization and Management Theory</i>	2008
<i>The Psychology of Women (PSYC 331)</i>	2000, 2005
<i>Management and Organizational Behavior</i>	1999, 2001, 2004
<i>Industrial/Organizational Psychology (PSYC 355)</i>	2001

Drucker/Ito Graduate School of Management Fall 2006

PUBLICATIONS

- Pelletier, K. L. (2020). Enacting leadership: The reciprocal influence between instructor and student. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 13(4), 461-466. doi.org/10.1017/iop.2020.86
- Pelletier, K. L., Kottke, J. L., & Sirotnik, B. (2019). The toxic triangle in academia: A case analysis of the emergence and manifestation of toxicity in a public university. *Leadership*, 15(4), 405-432.
- Pelletier, K. L. (2017). Keeping students “on their toes and on their game:” Serendipitous findings in students’ assessments and reactions. *Journal on Excellence in College Teaching*, 28(2), 167-192.
- Kottke, J. L., & Pelletier, K. L. (2016). Organizational structure. In S. G. Rogelberg, (Ed.) *Encyclopedia of Industrial and Organizational Psychology*, 2nd edition. Thousand Oaks: Sage.
- Pelletier, K.L., Kottke, J.L. & Reza, E.M. (2015). During furloughs, who is more attached to a public university? Staff? Faculty?...Managers. *Public Personnel Management*, 44(1), 120-142.
- Kottke, J.L., Pelletier, K. L., & Agars, M. D. (2013). Measuring confidence in top leadership direction. *Leadership and Organization Development Journal*, 34(4), 292-307.
- Kottke, J. L., & Pelletier, K. L. (2013). Advancing Women into Leadership: A Global Perspective on Overcoming Barriers. In M. Paludi (Ed.). *Women and Management Worldwide: Global Issues and Promising Solutions*, Santa Barbara, CA: Praeger.
- Kottke, J. L., & Pelletier, K. L. (2013). Measuring and differentiating perceptions of supervisor and top leader ethics. *Journal of Business Ethics*, 113(3), 415-428.
- Pelletier, K. L. (2012). Perceptions of and reactions to leader toxicity: Do leader-follower relationships and identification with victim matter? *The Leadership Quarterly*, 23(3), 412-424.
- Pelletier, K. L. (2011). Navigating the Labyrinth: Obstacles and Successes. In M. Paludi & B. Coates (Eds.), *Women as Transformational Leaders: From Grassroots to Global Interests*. Santa Barbara, CA: Praeger Publishers.
- Pelletier, K. L. (2010). Leader toxicity: An empirical investigation of toxic behavior and rhetoric. *Leadership*, 6(4), 373-389.
- Kottke, J. L., & Pelletier, K. L. (2010). Pessimism in the Workplace: A Review of Constructs, Antecedents and Consequences. In A. M. Columbus (Ed.). *Advances in Psychology Research*, Volume 65. Hauppauge, NY: Nova Science Publishers.
- Pelletier, K. L., & Kottke, J. L. (2009). Déjà vu All Over Again: Progress and reversals in battling government corruption. *Journal of Leadership, Accountability and Ethics*, 7(3), 78-93.
- Pelletier, K. L. (2008). Toxic leadership as an antecedent to corruption. In O. T. Chen (Ed.). *Organizational Behavior and Dynamics*. Hauppauge, NY: Nova Science Publishers. Reprinted in *Economic Corruption: Detection, Costs, and Prevention*. In F. N. De Luca, (Ed.). Hauppauge, NY: Nova Science Publishers.
- Pelletier, K. L., & Bligh, M. C. (2008). The aftermath of organizational corruption: Employee attributions and emotional reactions. *Journal of Business Ethics*, 80(4), 823-844.

PUBLICATIONS (cont.)

- Pelletier, K. L. (2007). Ethical perspectives of transformational leadership: Are ethical leaders transformational or are transformational leaders ethical? In N. S. Huber & M. Harvey (Eds.), *Leadership: Impact, Culture, and Sustainability. Building Leadership Bridges*, pp. 46-59.
- Pelletier, K. L., & Bligh, M. C. (2006). Rebounding from corruption: Perceptions of ethics program effectiveness in a public sector organization. *Journal of Business Ethics*, 67(4), 359-374.

CONFERENCE PRESENTATIONS

- Harrington, MJ., Lipman-Blumen, J., Pelletier, K.L., Robinson, J. L., Baartmans, T.A., Walsh, K., & Haire, P. (2020, Nov. 6). *Edging towards peace; A plan and discussion on how we collectively move in the right direction*. International Leadership Association Annual Conference, San Francisco, CA.
- Lipman-Blumen, J., & Pelletier, K.L. (2020, August 6). *Crisis: Ideal conditions for toxic leaders*. Invited to be a featured speaker at the Leadership America 2020 National Conference. Virtual due to COVID-19 pandemic.
- Pelletier, K.P., Olson, A.M., Carrera-Mendoza, J.I., Siraj, P., Chavez, K.A., Bustamante, D., Cornish, V.J., Dunlap, N., Schneider, L., & Kottke, J.L. (2020, August 8). *How Employees Rationalize Their Reactions to Toxic Leaders*. American Psychological Association, Washington, DC.
- Stone, N. J., Schoenfelt, E. L, Kottke, J. L., & Pelletier, K. L. (2020, April 23). *I-O and Management Teaching Applications: Bridging Science and Practice*. Panel Session at the Society for Industrial and Organizational Psychology Annual Conference, Austin, TX.
- Tuttle, D., Kottke, J. L., & Pelletier, K. L. (2019, April 26). *Susceptible Followers of the Toxic Triangle and Moral Reasoning*. Paper presented at the Western Psychological Association's Annual Conference, Pasadena, CA.
- Malla, K., Lee, J-J., Kottke, J. L., & Pelletier, K. L. (2017, April 28). *Toxic Followership: Development of the Follower Categories Assessment (FCA)*. Paper presented at the Society for Industrial and Organizational Psychology Annual Conference, Orlando, FL.
- Pelletier, K. L., Kottke, J. L., Alvarado, C., Malla, K., & Sirotnik, B. (2017, March 25). *Dismantling the Toxic Triangle: The Initiative Required to Restore Organizational Health*. Chaired symposium at the Western Academy of Management Annual Conference, Palm Springs, CA.
- Malla, K., & Kottke, J. L., & Pelletier, K. L. (2017, March 25). *Toxic Followership: Sharpening the Typologies Within the Toxic Triangle Framework*. Paper presented at the Western Academy of Management Annual Conference, Palm Springs, CA.
- Pelletier, K. L., & Kottke, J. L. (2017, March 25). *The Initiative to Challenge Toxic Leaders: Courageous Effective and Ineffective Followers*. Paper presented at the Western Academy of Management Annual Conference, Palm Springs, CA.
- Sirotnik, B., & Pelletier, K. L. (2017, March 25). *Initiatives for Dismantling the Toxic Triangle*. Paper presented at the Western Academy of Management Conference, Palm Springs, CA.

- Lee, J-J., Alvarado, C., Bravo, R., Kottke, J. L., & Pelletier, K. L. (2016, April 16). *The Glass Cliff: Context and Method Matter*. Paper presented at the Society of Industrial Organizational Psychology Annual Conference. Anaheim, CA.
- Pelletier, K. L. (2014, October 31). *The Human Toll of Leader Toxicity*. Paper presented at the International Leadership Association's Global Conference, San Diego, CA.
- Pelletier, K. L., & Kottke, J. L. (2014, October 31). *Global Strategies to Advance Women into Leadership*. Paper showcased as an interactive sessions at the International Leadership Association's Global Conference, San Diego, CA.
- Kottke, J.L., DiPonio, G., Alvarado, C., Pelletier, K.L., Nguyen, B., Hutabarat, D., & Beckles. V. (2014, May 24). *Updating the Glass Cliff: Female Characteristics Perceived Essential for Leading Thriving Companies*. Paper presented at the 26th Association for Psychological Sciences Annual Convention, San Francisco, CA. This paper was also one of 15 papers selected from 2100 submissions to be posted to YouTube, an acceptance rate of less than 1%.
- Kottke, J. L., Pelletier, K. L., Beckles, V., Hutabarat, D.J, Diponio, G.L., Nguyen, B.N., & Gonzalez, A. E. (2013, August 1). *Re-visiting Leadership Characteristics of the Glass Cliff Phenomenon: Gender Typed?* Paper presented at the American Psychological Association Annual Conference, Honolulu, HI.
- Vega-Cartwright, L., & Pelletier, K. L. (2013, July 31). *The Relationship Between Attitudes Toward Women Managers and Gender-Typing of Toxic Behaviors*. Paper presented at the American Psychological Association Annual Conference, Honolulu, HI.
- Pelletier, K. L. (2012, April). *Economic Challenges in Academia: Reactions of Employees to Furloughs*. Symposium chair and panel member. Symposium addressed employees' reactions to mandatory furloughs. Paper presented at the 2012 Society of Industrial Organizational Psychology Annual Conference, San Diego, CA.
- Kottke, J. L., Pelletier, K. L., & Reza, E. M. (2012, April). *Justice through the Lens of Furloughs: Process Matters*. Paper presented at the 2012 Society of Industrial Organizational Psychology Annual Conference, San Diego, CA.
- Baird, M., Pelletier, K. L., & Kottke, J. L. (2012, April). *Psychological and Occupational Effects of Mandatory Furloughs on Faculty*. Paper presented at the 2012 Society of Industrial Organizational Psychology Annual Conference, San Diego, CA.
- Pelletier, K. L., Kottke, J. L., & Reza, E. M. (2012, April). *The Ties That Bind: Organizational Membership During a Financial Crisis*. Paper presented at the 2012 Society of Industrial Organizational Psychology Annual Conference, San Diego, CA.
- Pelletier, K. L. (2012, March). *Keeping Students on Their Toes and on Their Game*. Paper presented at the 24th Annual Lilly Conference on College & University Teaching, Pomona, CA.
- Pelletier, K. L. (2010, August). *Leader toxicity: A measurement of psychological effects*. Paper presented at the American Psychological Association Annual Convention, San Diego, CA.
- Vega-Cartwright, L., Fallon, V. D., & Pelletier, K. L. (2010, April). *The effects of leader toxicity on followers*. Paper presented at the Western Psychological Association Annual Conference, Cancun, Mexico.

CONFERENCE PRESENTATIONS (continued)

- Pelletier, K. L. (2009, November). *The effects of favored status and identification with victim on perceptions of and reactions to leader toxicity*. Paper presented at the International Leadership Association International Conference. Prague, Czech Republic. Published in proceedings.
- Pelletier, K. L. (2009, August). *Sustaining livable organizations: Identifying toxicity in organizational leadership*. Paper presented at the Academy of Management National Conference, Chicago, IL.
- Pelletier, K. L. (2009, May). *Effects of followers' status with leader on perceptions of leader toxicity*. Paper presented at the Association for Psychological Sciences Conference, San Francisco, CA.
- Pelletier, K. L. (2009, May). *Warning: Leadership may be dangerous to followers*. Paper presented at the Association for Psychological Sciences Conference, San Francisco, CA.
- Pelletier, K. L. (2009, May). *Cuts like a knife: Employees' experiences with leader toxicity*. Paper presented at the Association for Psychological Sciences Conference, San Francisco, CA.
- Kottke, J. L., Pelletier, K. L., & Agars, M. D. (2008, April). *Supervisors' and top leaders' ethics: Differently related to employee attitudes?* Paper presented at the Society of Industrial and Organizational Psychology Conference, Interactive Poster Session, San Francisco, CA.
- Pelletier, K. L. (2007, August). *Hurts so good: The myth of positive leadership*. Poster presented at the American Psychological Association Annual Convention, San Francisco, CA.
- O'Connell, W., Bligh, M. C., & Pelletier, K. L. (2006, May). *Ethical leadership through ethical scandal, and post intervention periods*. Paper presented at the Society of Industrial and Organizational Psychology Conference, Dallas, TX.
- Pelletier, K. L. (2006, April). *Employees' emotional reactions to organizational corruption: A case analysis*. Paper presented at the Western Psychological Association, Palm Springs, CA.
- Pelletier, K. L., & Vinson, K. V. (2006, March). *Are college bookstores' days numbered? The alignment between student consumer values and bookstore marketing strategies*. Paper presented at the Western Academy of Management, Long Beach, CA.
- Pelletier, K. L., & Bligh, M. C. (2004, August). *Good ethics is good business: Enhancing ethics program effectiveness in the public sector*. Presented at the annual meeting of the Academy of Management, New Orleans, LA.
- Pelletier, K. L., & Bligh, M. C. (2004, August). *Organizational ethics in theory and practice: A global perspective*. Organized and chaired showcase symposium at the annual meeting of the Academy of Management, New Orleans, LA.
- Bronner, V., Pelletier, K. L., & Vinson, K. (2004, April). *Factors predicting student textbook purchasing behaviors: Internet vs. campus bookstore*. Paper presented at the Western Psychological Association, Phoenix, AZ.
- Pelletier, K. L., & Kottke, J. L. (1999, April). *The effects of leadership style and sex-role deviation on perceptions of leader effectiveness, leader satisfaction, and task satisfaction*. Paper presented at the Society of Industrial and Organizational Psychology Conference, Atlanta, GA.

INVITED TALKS AND PRESENTATIONS

1. August 6, 2020 – Invited speaker on the topic of Crisis: Ideal Conditions for Toxic Leaders at the Leadership America 2020 National Conference.
2. October 26, 2018 – Invited speaker on the topic of “Leadership and Motivation”. Presented at All-Techs Meeting, California State University, San Bernardino.
3. October 20, 2018 – Invited speaker at the CSUSB Leadership Symposium. Title of presentation was "Using Your Emotional Intelligence to Build Positive Leader-Follower Relationships."
4. April 27, 2018 – Invited speaker on the topic of Toxic versus Ethical Leadership. Jack H. Brown College Sustainability Radio Show, Conscious Capitalism II.
5. April 5, 2018 – Re-invited by Dr. Michael Hogg, Claremont Graduate University, to speak in his doctoral transdisciplinary course titled “Extremism in Society.” The title of my talk was “Leader Toxicity: Manifestations, Consequences, and Courageous Coalitions.”
6. April 13, 2017 – Invited by Dr. Jean Lipman-Blumen, Drucker School of Management, Claremont Graduate University, to speak in her Toxic Leadership course. The title of my lecture was “Dismantling the Toxic Triangle: Knowledge is Power, but is Knowledge Enough?”
7. October 1, 2015 – Invited by Dr. Michael Hogg, Claremont Graduate University, to speak in his doctoral transdisciplinary course titled “Extremism in Society.” The title of my talk was “Leader Toxicity: Manifestations, Consequences, and Recommendations.”
8. February 5, 2015 – Invited by the Associate Provost, Academic Affairs to speak on the topic of “Women and Leadership” at the *Women Who Lead* conference.
9. April 17, 2014 – Invited speaker on the topic of “What Every College Student Should Know About Leadership.” I presented this topic to members of the Sigma Chi and Alpha Phi student organizations.
10. February 27, 2014 – Invited speaker on the topic of “Understanding the Nature of the Millennial Workforce” at the annual Board meeting of BBVA Compass, Ontario, CA.
11. December 9, 2013 – Invited speaker on the topic of “Toxic and Healthy Leadership” at Wilson/Ivanova CPA Inc., San Bernardino, CA.
12. October 10, 2013 – Invited speaker on the topic of “Motivating Millennials” at the Business Alliance Annual Conference, San Bernardino, CA.
13. April 18, 2013 - Keynote speaker on the topic of “Leadership and Motivation” at the Wells Fargo Leadership Workshop, San Bernardino, CA.
14. January, 2013 – Invited speaker on the topic of “360 degree feedback” at the Connective Leadership Institute’s Certification Seminar, Pasadena, CA.
15. October 15, 2012 – Invited speaker on the topic of “Surviving Transformational Change” at San Bernardino County’s Human Services Program Development Division annual retreat.

INVITED TALKS AND PRESENTATIONS (continued).

16. October 3-5, 2012 – Invited speaker on the topic of “Toxic Leadership and Motivation” at the Wells Fargo Accelerated Management Program Conference, Des Moines, IA.
17. June 28, 2012 - Invited speaker on the topic of “Motivation in Organizations” at the CSUSB College of Extended Learning’s Managerial and Staff Retreat.
18. February 11, 2012 - Invited speaker on the topic of “Toxic Leadership” at the LIFE Society-UCR extension.
19. January, 2012 – Invited speaker on the topic of “Women and Leadership” at the American Business Women’s Association, Redlands Chapter.
20. October, 2009 – Invited speaker on the topic of leader-follower relationship perceptions of and reactions to leader toxicity. International Leadership Association’s Annual Convention, Prague, Czech Republic.

PUBLISHED BOOK REVIEWS

- Kottke, J. L., & Pelletier, K. L. (2006). Review of the book *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent Within* by William J. Rothwell. *Personnel Psychology*, 59(2), 475-477.
- Kottke, J. L., & Pelletier, K. L. (2005). Review of the book *Ethics and Values in Industrial-Organizational Psychology* by Joel Lefkowitz. *Personnel Psychology*, 57(4), 1044-1048.
- Pelletier, K. L., & Kottke, J. L. (1999). Review of the book *Managerial Ethics: Moral Management of People and Processes* by Marshall Schminke (Editor). *Personnel Psychology*, 52(4), 1097-1099
- Pelletier, K. L., & Kottke, J. L. (1998). Review of the book *Human Resource Selection* (4th ed.) by Gatewood and Feild. *Personnel Psychology*, 51(4), 1050-1053.
- Pelletier, K. L., & Kottke, J. L. (1997). Review of the book *The Muted Conscience* by Frederick Bruce Bird. *Personnel Psychology*, 50(4), 1058-1060.

GRANTS

Business Alliance Grant - Awarded \$1,470 for student assessment.
Summer Research Fellowship (CSUSB)-Two competitive grant awards totaling \$6,000 for research.
Healthy People 2010-Prevention Health and Health Services Block Grant - Grant award was \$21,692.

AWARDS

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| 2018 | <i>Golden Apple Award Recipient – University-wide distinction for excellence in teaching and instructionally-related activities</i> |
| 2017 | <i>Teaching Resource of the Month – Publication titled “Keeping Students on Their Toes and on Their Game” featured at the Belmont University Teaching Center</i> |

- 2017 *Professor of the Year – Panhellenic Council*
- 2016 *Outstanding MBA Faculty Award – (Winter 2016) Award for exemplary Master’s level instruction.*
- 2016 *Professor of the Month Award– Panhellenic Council*
- 2014 *Outstanding Teaching Award (aka., Instructionally-Related Activities Award), College of Business and Public Administration (CBPA), California State University, San Bernardino (CSUSB)*
- 2013 *Phi Kappa Phi Inductee for exemplary teaching and research scholarship. Phi Kappa Phi is the nation’s oldest, largest, and most selective honor society for all academic disciplines.*
- 2011 *Outstanding Research Award, College of Business and Public Administration (CBPA), California State University, San Bernardino (CSUSB). I received this award based on my research in leader toxicity that was published in the top tier journal in leadership, *The Leadership Quarterly*, that has an acceptance rate of only 10%.*
- 2010 *Outstanding Teaching Award, College of Business and Public Administration (CBPA), California State University, San Bernardino. This award is presented to a faculty member in CBPA who demonstrates proficiency and excellence in teaching.*
- 2009 *Jablin Dissertation Award, Jepson School of Leadership Studies and International Leadership Association. This competitive international award is given to a doctoral student whose dissertation research demonstrates substantial insights, methodological rigor, and compelling implications for the study of leadership.*
- 2003 *Outstanding Rising Administrator, American Society for Public Administrators, Inland Empire Chapter*
- 1998 *Outstanding Graduate Student, College of Social and Behavioral Sciences, CSUSB*

PROFESSIONAL AND ACADEMIC MEMBERSHIPS

- Academy of Management & Western Academy of Management
- Sigma Xi
- American Psychological Association
- Western Psychological Association
- International Leadership Association
- Society for Industrial and Organizational Psychology – Associate Member
- Psi Chi (Inducted 1998)
- Phi Kappa Phi (Inducted April 2013)

SERVICE

<i>Connective Leadership Institute Board Member</i>	<i>(2008 to present)</i>
<i>Consultant - Connective Leadership Institute</i>	<i>(2009 to present)</i>
<i>Motivation and Leadership Consultant – Wells Fargo</i>	<i>(2012)</i>
<i>Motivation and Leadership Consultant – Wilson/Ivaneva CPA, Inc.</i>	<i>(2013)</i>
<i>Motivation of Millennials - BBVA Compass Bank</i>	<i>(2014)</i>

Service to the Department (Management) Since Promotion to Full Professor

Academic Advisor	(2008-present)
Department Evaluation Committee	(2013-2014)
Recruitment Committee (4 positions)	(2015-2016)
Chair, Department Evaluation Committee	(2015-2016)
Leaves Committee	(2015-2018)
New Faculty Mentor	(2016-2019)
RPT Advisor/Mentor – Management Faculty	(2016-2019)
RPT Workshop Creator and Facilitator	(2016-2018)
Department Curriculum Committee	(2014-present)
Chair, Department Evaluation Committee	(2016-2017))
Recruitment Committee	(2016-2017)
Chair – Department Evaluation Committee	(2017-2018)
Chair – Retention, Promotion and Tenure Guidelines Committee	(2019-2020)
Recruitment Committee	(2019-2020)
New Faculty Mentor	(2018-2020)
Leaves Committee	(2019-2020)

Service to the College (CBPA)

College Curriculum Committee	(2013-2014)
College Awards/Scholarship Committee	(2010-2013)
Classroom Renovation Committee	(2015-2016)
Faculty Senator – CBPA representative	(2010-2019)
Faculty Mentor and Panelist New Faculty Orientations	(2017-2018)
University Evaluation Committee –CBPA representative	(2018-2019)
Office of Academic Equity – Faculty advocate-Management	(2019-2021)
College Faculty Mentor – University Faculty Mentoring Program	(2019-2021)

University Service and Service to Students

CBPA Research Roundtable Creator and Chair	(2010-2012)
Teaching Academy	(2009-2014)
Chair, Teaching Academy	(2013-2014)
Campus Climate Task Force	(2015-2016)
Campus Climate Survey Team	(2015-2016)
ASI Board; Special Advisor to ASI President	(2016-2017)
Faculty Mentor (Women's Mentoring Program)	(2016-2017)
University Awards Committee – Co-Chair	(2018-2020)

Faculty Senate/University Governance

Faculty Senator – JHBC representative	(2010-2022)
Faculty Senate Executive Committee - Secretary	(2013-2015)
Faculty Senate Vice Chair	(2014-2015)
Campus Climate Survey Ad Hoc Committee	(2015-2017)
Faculty Affairs Committee – CBPA representative	(2018-2021)
Student Evaluation Improvement Committee-CBPA representative	(2019-2020)
Faculty Senate Executive Committee – Fall quarter	(2019-2020)
Constitution and Bylaws Committee	(2019-2020)
Student Evaluation (SOTE) Improvement Committee	(2019-2020)

PROFESSIONAL EMPLOYMENT

Apr 2007- July 2008 **ADMINISTRATOR, Connective Leadership Institute**
 Primary responsibilities included operations at the Institute, maintaining the client database, responding to researchers' and consultants' requests, coordinating and delivering leadership seminars and workshops, survey data interpretation, and other functions associated with the distribution of the Connective Leadership assessments.

City of Riverside

Sept 2006-Mar 2007 **TRAINING AND DEVELOPMENT MANAGER**
 Primary responsibilities included managing the Training and Development Division of Human Resources that included coordination and administration of training for all City employees. Other responsibilities included developing employee recognition criteria, developing, administering, and analyzing training needs assessments, establishing career development programs, identifying and developing relevant training curricula, and performing other human resources-related functions for improving departmental efficiencies.

County of San Bernardino

May 2003-Sept 2006 **PUBLIC HEALTH MANAGER, Department of Public Health**
 Primary responsibilities included fiscal and operational oversight and supervision of the Research, Analysis, and Vital Statistics Division of Public Health Department. Related responsibilities included evaluating programs and developing performance measurement tools for the purpose of improving service and efficiency, identifying training needs, improving technologies, monitoring grants, and measuring performance outcomes. Analyzed public health data to guide health interventions for the residents of San Bernardino County.

Sept 2000--May 2003 **ADMINISTRATIVE ANALYST III, County Administrative Office**
 Primary duties included legislative analysis of all Senate and Assembly Bills to determine fiscal and operational impact on county departments. Additional responsibilities included conducting organizational analyses for the purpose of assessing organizational climate, facilitating change management projects, and evaluation of departmental operational programs. Duties also included policy development for Human Services Departments and leading change management projects.

June 1998-Sept 2000 **PERSONNEL ANALYST/ INTERIM HUMAN RESOURCES OFFICER, HR Dept.**
 Areas of responsibility included recruitment, test validation, job analysis, and performance assessment. Other responsibilities included assisting in the transition of the Head Start Program into the County of San Bernardino by identifying training needs, and resolving employee relations issues. Staff Analyst with the Department of Aging and Adult Services.

Roadway Express, Inc.

Dec 1982-Mar 1999 **DUAL FACILITIES MANAGER, Fresno and Salinas, California**
 Areas of responsibility included recruitment, selection and training of personnel in all job categories, performance appraisal, and employee relations in two terminals. Other important responsibilities included analyzing operations, identifying training needs, and developing strategies and incentives to ensure all facility goals were met. Under my leadership, both facilities I led simultaneously earned perfect audits. Other positions held while at Roadway included quality control manager, claims prevention supervisor, terminal operations manager, consultant and executive coach.