

Curriculum Vitae: Carol D. MacLeod

Education



Harvard University, Cambridge, MA. Master of Education, 1993. An individualized, multi-disciplinary program of study at:

- Harvard Law School (negotiation/conflict resolution);
- Kennedy School of Government (public/private training systems);
- Graduate School of Arts and Sciences (macroeconomics); and
- Graduate School of Education (technology & education, educational software design, adult literacy, adult development, psychology of women).



University of Ottawa, Ottawa, ON. Certificate of Labour Management Relations, 1983.

University of Ottawa, Ottawa, ON. B.A. (Communications), 1982.

Professional Development (Selected)

The Centre for Literacy. Workshop on *Improving Reading in the Workplace* facilitated by Dr. Peter Mosenthal. (2003).

American College Testing, Inc. WorkKeys® Facilitator Training. (1998)

Canadian Vocational Association. DACUM Training Program, Modules 1 & II. (1998).

Psychometrics Canada Limited. Myers-Briggs Type Indicator Qualifying Workshop. (1993)

University of Ottawa. Completed graduate courses in Creativity (1989), Educational Administration (1990) and Measurement and Evaluation (1990).

Massachusetts Institute of Technology. Summer program in Teaching Negotiation. (1988).

Recent Noteworthy Activities

- National Electrical Trade Council (NETCO)—facilitated the development of a National Occupational Analysis (NOA) for Construction Electricians installing solar photovoltaic equipment (Dec. 2009-Aug. 2010). Member of the Canadian Standards Association Scheme Committee developing a Personnel Certification program powered by NETCO's NOA. (Toronto, ON, Sept. 2010).
- NETCO—organized 3rd Annual Conference of Training Directors (Saskatoon, SK, Aug. 2010)
- The Red Seal Program—participated in a national consultation on the introduction of an Occupational Performance Standards model. (Ottawa, ON, July 2010)
- Canadian Apprenticeship Forum—delivered a workshop on *Promoting Success in Apprenticeship Through Numeracy Power* featuring an on-line assessment tool developed by CM&A (St. John's, NF, June, 2010).
- Office of Literacy & Essential Skills, Human Resources and Skills Development Canada—presenter on the *Evolution of Essential Skills in Canada* at a national consultation. (Ottawa, ON, June 2010)
- New Brunswick Government—delivered Workplace Essential Skills Certification training exclusively for Post-secondary, Education, Training and Labour (PETL) staff. (Fredericton, NB, April 2010)

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Professional Consulting Experience

Carol MacLeod & Associates Inc. (CM&A), Ottawa, ON. President. (1993 - Present)

CM&A has a track record of success in crafting workplace learning solutions that strategically address each client's unique human resource interests and priorities. In particular, Carol MacLeod is sought after for her expertise in Essential Skills, Occupational Analysis and Trades & Apprenticeship.

Essential Skills

CM&A established Essential Skills (ES) as an active business line in 1995 when first contracted by HRSDC's Essential Skills Research Program to support the original development and pilot testing of the ES methodology. Over the past 15 years, Carol MacLeod has significantly contributed to the evolution of the ES methodology and its application to workforce skills development. Carol widely acknowledged as one of Canada's foremost experts in the field of Essential Skills.

CM&A's work in the field of Essential Skills has three focal points—research (e.g., interviewing, profile writing, ES product development), training (e.g., accredited deliverer of training leading to certification as an ES Analyst) and practical applications (e.g., conduct needs assessments, develop ES awareness, assessment and upgrading tools for industry clients).

Selected Clients-Essential Skills: Coalition ontarienne de formation des adultes, Construction Sector Council, Douglas College, Human Resources and Skills Development Canada, International Union of Operating Engineers, Manitoba Government, New Brunswick Government, Statistics Canada.

Occupational Analysis

Carol MacLeod is qualified in two methodologies frequently used in Canada for occupational analysis--DACUM (Canadian Vocational Association) and the Essential Skills Profiling Methodology (HRSDC). She pioneered Integrated Occupational Analysis©--an approach to integrate the data gathering and analysis of Essential Skills requirements as part of the overall national occupational standards development process. Carol was also trained in the WorkKeys® System (American College Testing) and formerly utilized this methodology when working for clients based in the USA.

Selected Clients-Occupational Analysis: Canadian Trucking Human Resources Council, International Brotherhood of Electrical Workers-Washington Office, National Electrical Trade Council.

Trades & Apprenticeship

Trades & Apprenticeship is one of **CM&A's** anchor business lines. Related services include research and writing policy documents, developing training resources to promote success in apprenticeship, facilitating industry consultations and lobbying.

Selected Clients-Trades & Apprenticeship: Building and Construction Trades Department, AFL-CIO, Joint Electrical Promotion Plan, National Electrical Trade Council.

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Employment

Canadian Federation of Labour. Ottawa, ON. National Coordinator of Education. (1986-1992)

Managed a national Labour Education Program that served the leadership of 14 affiliated building trades unions. Monitored federal public policy related to trades & apprenticeship. Special projects included developing a literacy awareness package that enabled Local Union Business Managers to facilitate related discussions at Executive Board meetings and assisting in the start-up of SkillPlan—BC Construction Industry Skills Improvement Council.

Canadian Federation of Labour. Assistant to the National Coordinator of Education. (1983-1986)

Responsibilities included educational administration, instructing, curriculum design and communications.

Recent Publications

MacLeod, Carol. (2010) **Summary Report: National Occupational Analysis Construction Electrician-Solar Photovoltaic (PV) Systems Certified.** Toronto, ON: National Electrical Trade Council.

MacLeod, Carol. (2010) **Numeracy Power Warm-up Guide.** Toronto, ON: National Electrical Trade Council.

MacLeod, Carol. (2009) **Guide to Best Practices for Joint Apprenticeship Committees in the Electrical Industry, 2nd Edition.** Toronto, ON: National Electrical Trade Council.

MacLeod, Carol. (2008) **Test-Taking Strategies for Interprovincial Red Seal Electrical Exams.** Toronto, ON: National Electrical Trade Council.

MacLeod, Carol. (2007) **The Evolution of Essential Skills in Canada.** Prepared for Human Resources and Social Development Canada. Unpublished.

MacLeod, Carol. (2005) “A Critique of the Essential Skills Methodology Developed by Human Resources and Skills Development Canada.” In Wallace T, Murphy, N. Lépine, G. & Brown D. (editors); Exploring New Directions in Essential Skills. Ottawa, ON: Public Policy Forum.

MacLeod, Carol. (2004). **Essential Skills as a Predictor of Safety Performance Among CPPI-certified Petroleum Professional Drivers in Alberta.** Ottawa, ON: Canadian Trucking Human Resources Council.

On the Personal Side

- Enjoys equestrian pursuits with her two horses (Annie & Stormy). Member of the Manotick Polo Club.
- Devotee of Yoga.
- Elected Vice-President of Finance for the Student Association Cabinet, Harvard Graduate School of Education (1992-1993).
- Alumna of the 1987 Governor General's Canadian Study Conference.