

William Norris
Consultant
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EDUCATION

Post-graduate work in Organization Behavior, Management By Objectives, Managerial Grid (Phases I and II), Team Facilitation and Psychological Counseling.

M.A. France and Italy, Social Science

B.A. Notre Dame University, Philosophy and History

PROFESSIONAL EXPERIENCE

- Career Development Consultant, COOLROE MANAGEMENT
- Organizational Effectiveness Consultant, COOLROE MANAGEMENT
- Human Resources Consultant, NATIONAL SCIENCE FOUNDATION
- Human Resources Director, OFFICE OF TECHNOLOGY ASSESSMENT
- Human Resources Specialist, GENERAL RESEARCH CORPORATION
- Human Resources Consultant, FEDERAL RESERVE BOARD

MAJOR ACCOMPLISHMENTS

- Designed, delivered, and directed at least one new significant strategic initiative in each place of employment that was approved by senior management
- Designed and conducted over 300 leadership, management and career development training workshops that merited outstanding participant evaluations by over 80%:
 - Career management focused on the public and private sectors
 - Executive and management development
 - Organizational change management
 - Performance management
- Conducted individual career development coaching of almost 250 individuals interested in pursuing public and private sector careers
- Designed and delivered over 50 job specific development business plans with a 80+% approval rating
- Designed several strategic planning and intervention models of individual and organizational performance effectiveness:
 - Leadership Coaching
 - Change Management
 - HR as a Strategic Partner
 - Performance Management Installations
 - Resource Demographic Analyses
 - Succession Planning Strategies
 - Competency-based Modeling Systems
 - Conflict Resolution Strategic Interventions
- Established and directed a start-up HR department that initiated several alternative personnel systems and successfully minimized administrative interference with organizational mission and goals
- Provided strategic leadership and direction to senior management regarding workforce utilization and performance development; specialized recruitment; and the management of several budget priorities
- Managed and developed numerous professional and administrative staff
- Designed, implemented and directed 5 organization-specific, performance-based, self-assessment-styled performance management and reward systems that achieved at least a 70% rate of success

- Designed and directed a pay for performance compensation system that resulted in gender comparability salary distributions; designed and conducted 6 compensation comparability surveys of federal and non-profit scientific organizations.
- Designed and completed several organizational effectiveness assessments of systems and structure with specific recommendations that resulted in:
 - the re-engineering of four HR departments including a national federal HR department
 - the development of a national training plan for a federal agency
 - the installation of one of the first Senior Executive Service development and performance management systems within the federal government
- Designed and directed 12 national PhD fellowship programs that annually averaged 125 applicants and attracted 90% of all fellows eventually selected by Congressional fellowship programs
- Designed and directed a national scientific minority outreach program that focused on the graduate programs of all the major African American institutions of higher learning; designed and delivered a minority recruiting program that hired the first African American men and women in a transportation organization
- Designed and facilitated several conflict resolution interventions that resolved conflicts by 90%
- Conducted and directed over 40 adverse action terminations with a 100% success ratio
- Designed marketing plans and strategies and marketed executive leadership programs, performance management systems and workforce restructuring systems to the federal government
- Designed, delivered and directed the first community transformation plan that affected almost 6000 individuals and increased the sharing of authority by 100%