



SUMMARY (RANGE OF EXPERIENCE)

As a training manager, a technical writer and a management consultant in Canada, the United States, Europe, Africa and Asia, Brooke has successfully completed a rich variety of projects in the private and public sectors. He has in depth experience developing training strategies, and managing training projects. This resume lists sample projects.

- over 25 years of successfully managing people, budgets and projects
- over 25 years experience in a variety of responsible positions in the training field
- over ten years experience in the occupational safety and health field in various industries and jurisdictions (international, federal, provincial and municipal)
- successfully worked in a large number of small and large public and private organizations
- examples of private sector clients: Quest Diagnostics, Berlex, Air Canada, Agrium, CP Rail, Marianhill Nursing Home, Syncrude, INCO
- examples of public sector clients: Department of National Defence, International Development Research Centre, International Labour Organization, Labour Canada, United Nations Development Programme, Mines Accident Prevention Association of Ontario
- as a human resource consultant for ten years, actively involved in all phases of consulting

PROJECT EXPERIENCE

20 E-learning and distance learning projects

E-learning strategy and implementation

- working with Public Works and Government Services Canada
- developed training strategies recommending blended learning
- provided leadership to develop learning materials
- coached employees
- January 2006 to present

E-learning implementation

- working with the Canadian military as part of a three-person team to support the implementation of “distributed learning”
- specific projects include writing a governance policy, developing an evaluation plan and evaluating courses, developing a policy for selecting courses to convert to e-learning and developing a course to teach new instructors, developers and administrators of distributed learning
- October 2000 to June 2004

E-learning decision making

- working with the CCFL (an outsourcing agency for Corning companies) conducted sessions with representatives from Berlex (New York) and Quest Diagnostics (Philadelphia) to assess readiness to adopt e-learning
- October 2000

E-learning resources on the Web

- For the Office of the Commissioner for Federal Judicial Affaires identifying resources to use when teaching English and French online
- January to February 2001

E-learning policy

- assisted the Department of National Defense consider technology-assisted learning approaches and strategies
- February 2000

Learning resources Web site

- researched and prepared content for a Web site where employees can access information about training opportunities (formal and informal) that are linked to their specific job competencies
- March 2000 to July

E-learning Needs Assessment

- reviewed training practices at the Ottawa- Police Service and suggested how technology-assisted learning can be used for e-learning (self-study, leader-led, knowledge management and performance support.)
- conducted 14 individual meetings with stakeholders and five focus groups
- February 2000 to March 2001

Online Instruction

- developed a course about e-learning
- teaching the course at eSocrates.com
- course is accredited by a US college
- August 1999 to January 2001

Thought leadership in e-learning

- Wrote six book reviews about e-learning books for the American Society for Training and Development
- writing a book about e-learning in conjunction with ASTD
- set up a Web site (e-LearningHub.com) to provide information about e-learning
- providing a newsletter about e-learning to 1000 subscribers
- writing a regular e-learning column in The Training Report
- spoke at several conferences about e-learning in September 1999 to 2001
- spoke at an ISPI meeting in Ottawa about e-learning in April 2000 and will speak again in December 2000
- awaiting confirmation of speaking engagements about e-learning at ASTD
- wrote articles about e-learning to appear in 2001 in the Pfeiffer Annual and the McGraw-Hill Training Handbook
- will speak at the Ottawa chapter of OSTD about e-learning

E-learning leadership

- Participated in the planning and creation of an e-learning practice at PricewaterhouseCoopers
- October 1998 to October 1999

Financial and procurement training

- managed a training program with a budget of \$600,000.

- INCO, Ontario Division introduced new software for their critical financial and procurement business processes. One application, MIMS, replaces 14 existing custom-designed software packages. To prepare personnel, worked with INCO to implement a comprehensive performance improvement strategy that includes communicating the new change to all employees and training over 2,000 personnel—using leader-led training, coaching, and job aids. Training information is also distributed on the INCO intranet.
- led the process for deciding if we should use e-learning and decided against it
- January 1999 to May 1999

Internet training, International Development Research Centre

- facilitated a training needs exercise with representatives on five continents, using an electronic mailing list
- developed 2.5 days of training to teach Pegasus Mail, Eudora Light, and Netscape Navigator and an overview of the Internet
- wrote a 30-page computer handbook, and a 30-page instructor guide
- assisted with delivery in Africa
- November 1997 to June 1998

Financial questions for assignments and exams

- based on self-paced instruction materials, developing over 300 questions to be used to assess students of the distance education CFP (Certified Financial Planner) for the Canadian Institute of Financial Planning
- February 1997 to October 1997

Software development, documentation

- led beta testing and assisted with documentation development for an electronic performance support system (EPSS) for instructional designers and trainers
- sold software for designing training
- March 1997 to November 1997

Mobile worker, technical documentation and training

- led a project to develop self-study documentation, job aids and on-line materials for inspectors using a virtual office with various hardware and software, including a proprietary mainframe application and Windows-based software for

electronic forms, faxing, communicating, data retrieval and personal information management; designed DTP-formatted learning materials (on-line, electronic publishing and paper-based)

- November 1994 to February 1995

Future technologies report, information dissemination

- completed a study on strategies for the implementation of technology-assisted learning
- made a report with recommendations for the use of new technologies for distributing information electronically, using such media as the Internet, for Human Resources Development Canada
- November 1994 to February 1995

Self-study manual, nuclear medicine

- working with nuclear industry specialists, gathered information about nuclear medicine, processes involved Nordion and safety precautions to take; formatted material into a DTP-formatted self-study guide
- January 1993 to May 1993

Effective training techniques research

- completed a comprehensive review of the published research literature on effective training design, concentrating on approaches such as accelerated learning, problem-based learning and technology-assisted learning, wrote a paper and presented it at the Canadian Occupational Health and Safety Conference
- May 1993 to June 1993

Financial management computer-based training program

- working with financial management subject matter experts from Corrections Canada, adapted an existing financial management course from the classroom format to CBT; developed text for screens; selected graphics and worked in close collaboration with programmers
- October 1992 to March 1993

Videos and manuals for self-study

- managed the funding, and all phases of the production of films and self-instruction publications in English and French about accident investigation, workplace inspections, safety committees, occupational safety and health legislation, WHMIS,

safety audits, and setting up an occupational safety and health program

- October 1983 to November 1989

Computer-based training

- managed the production of a CBT program to teach WHMIS
- January 1987 to March 1987

Staffing for managers

- Received instruction from the distance education program of the University of Waterloo on how to develop audio based distance education materials
- Prepared a distance education course on staffing for managers
- January 1978 to March 1978

Other technology oriented projects and technical writing

Technical documentation and training for aircraft refurbishing

- working at the Dorval site, where Air Canada refurbishes aircraft, coached and led in upgrading technical documentation and training for several proprietary mainframe applications; as part of the software development team, led an initiative to establish the roles of different parties for technical writing, to introduce effective job aides for users, to set standards (quality and time), to create formats, to enhance on-line Windows-based help and to introduce electronic performance support systems; also mapped business processes by interviewing subject matter experts and software developers, created DTP-formatted flowcharts illustrating the flow of work linked to software functionality

Internet orientation and Web site set-up

- designed and conducted a hands-on Internet orientation session for members of the Canadian Society of Safety Engineering, and set up their Web site

Marine spills safety

- developed a marine spills response course for the Canadian Petroleum Association

Certification of Microsoft instructors

- conducted three-day workshops to teach oral presentation techniques in Atlanta, Calgary, Chicago, Los Angeles, Toronto, Lambton College and Ottawa, as part of a program for certifying Microsoft trainers

Web site set-up

- set up Web sites; did initial HTML mark up; oriented some employees to using the Internet, monitored discussion groups for business opportunities

Web-based training research

- completed a research study of tools and techniques of Web-based training using the Web as the main source of information; made recommendations for the development of a course to teach Web-based training; course to be offered to the general public by a firm specializing in seminars to train trainers

Total Quality Management documentation and training

- researched TQM documentation; developed advanced DTP-formatted materials, wrote the documentation and assisted in the training of trainers to introduce TQM to the Income Securities Program Branch of Health Canada

Employee benefits training

- developed training materials to teach federal government administrative officers to calculate and administer employee benefits programs

Curriculum guide for a competency model

- identified and contacted training providers in Amarillo, Calgary, Chicago, Denver, Lincoln, Saskatoon, Spokane, and Salt Lake City through searching publications and the Internet; collected information about courses available to match the Agrium employee competency model; established a format for presenting materials and produced a catalogue of courses along with course and vendor evaluation instruments

Labour relations and occupational health and safety**Brochures, booklets**

- managed the writing of materials about accident investigation, workplace inspections, safety committees, occupational safety and health legislation, WHMIS, safety audits, and setting up an occupational safety and health program

Videos, films

- managed the funding, and all phases of the production of films and videos in English and French about accident investigation, workplace inspections, safety committees, occupational safety and health legislation, WHMIS, safety audits, and setting up an occupational safety and

health program

Computer-based training

- managed the production of a CBT program to teach WHMIS

Training courses

- developed and taught training course to teach accident investigation, workplace inspections, safety committees effectiveness, occupational safety and health legislation, WHMIS, safety audits, and setting up an occupational safety and health program

Nuclear medicine

- working with nuclear industry specialists at Nordion, gathered information about nuclear medicine issues, particularly safety and produced a self-study guide

Mediation training

- developed training materials for learners and instructors and a brochure for committee effectiveness, and interest-based bargaining for Labour Canada

Safety policies training materials

- conducted a needs analysis; reformatted policies into leader-led and DTP self-instruction materials for instructors and participants to teach occupational health and safety in the City of Ottawa

Safety policy development

- worked with the joint health and safety committee to fashion policies and procedures; published these in DTP format for the Somerset West Community Health Centre

Validation of hazard remediation documentation and training

- working with a Labour Force Adjustment Committee, travelled across Canada to lead seven tri-partite meetings with 10-20 people; collected comments on the technical accuracy of the hazard remediation documentation; also analyzed the document for readability and user friendliness; compiled a report with many recommendations

Safety training, senior managers

- developed and delivered a pilot session of a safety training program for senior managers in the federal public service

Safety training, accident investigation

- developed an accident investigation course for Ottawa-Carleton Transportation

Harassment at work

- developed an harassment awareness training program and brochure for Parks Canada

Marine spills safety

- developed a marine spills response course for the Canadian Petroleum Association

Labour relations training

- set up and managed the union steward training program for the Professional Institute of the Public Service of Canada
- included course about labour legislation, and occupational safety and health

Training needs analysis**Training needs assessment techniques**

- worked with the Canadian Automotive Repair and Service Council (CARS), identified approaches to training needs identification, best practices worldwide and made recommendations for their use

Research in best practices

- Worked with Natural Resources Canada, identified learning tools for the successful implementation of competencies in the workplace

Task analysis, procurement officers

- conducted a task analysis among a group of employees of Syncrude, an oil company in northern Canada

Training needs analysis, communications

- conducted a training needs analysis through interview and a questionnaire with all managerial staff; designed and conducted three days of communication training for the Marianhill nursing home

Training needs analysis, performance improvement

- developed interview strategies; conducted focus groups to identify the training needs of support staff; presented a comprehensive report to senior management; developed DTP-formatted training modules about performance management and conducted three-day training sessions for Foreign Affairs Canada

Training needs analysis, officers and senior managers

- developed questionnaires and interview strategies; conducted a survey of the training needs of officers and senior managers; presented a comprehensive report to senior management of Industry Canada

Training needs analysis handbook

- wrote a guide, with checklists, explaining policies for selecting employee training; formatted as a DTP document, for the Department of National Defence

BOOKS, ARTICLES, PAPERS, ETC.

Brooke is a frequent contributor to leading training publications and conferences as illustrated by the following list of articles, presentations and books. This list does not include several freelance articles written since 2004.

1. Author's Inspiration Comes Along the Pilgrim's Way, Kitchissippi Times, March 23, 2006
2. Moving Beyond Worry, Stress and Fear, *alive Magazine*, March, 2006
3. Author Helps People Find Path to Peace, Orleans Star, Jan 18, 2006.
4. "A Cycling Tour Through the County", County Magazine, Fall, 2004
5. "An Adventure in Algonquin Park", Unpublished
6. "Local adventure athlete faces toughest challenge yet" Ottawa Outdoor Magazine, Summer/Fall, 2005
7. "Laughing Matters", *Alive Magazine*, June, 2005
8. "Moving Beyond Fear", *Tone Magazine*, March 2005
9. "Off the Beaten Path", T&D, August, 2004
10. "Personal Coaching", T&D, November, 2003
11. "Facing resistance to change: the dark side of your e-learning project", *The Training Report*, April, 2003.
12. "Getting a bigger slice of e-learning pie", *The Training Report*, February, 2003.
13. "Evaluating e-learning", 2003 Pfeiffer Annual, Training.
14. "How to facilitate e-Learning Courses", 2003 Training Sourcebook.
15. "E-learning Resources", *The Training Report*, November, 2002.
16. "E-learning, Present and Future", Ottawa Distance Learning Group. September, 2002.
17. "Give me high touch before high tech", *The Training Report*, September, 2002.
18. "In Defense of ISD", *The Training Report*, May 2002.

19. "Selecting training to deliver in an e-learning mode", 2002 Training and Performance Sourcebook.
20. "Implementing E-learning", 2002 Pfeiffer Annual, Training.
21. ABCs of e-Learning: Reaping the Benefits and Avoiding the Pitfalls, 256 page book from Jossey-Bass and ASTD, May 2002
22. What's ahead for training, The Training Report, July, 2001
23. A day in the life of a New Economy training director, Training and Development Magazine, April 2001.
24. "Winning the e-learning race", E-learning magazine, February, 2001.
25. "How to fail at e-learning", E-learning magazine, January, 2001.
26. "Instructing Online" *The Training Report*, August 2001.
27. "What's ahead for trainers?" *The Training Report*, June 2001.
28. *What do you do after management say yes to your e-learning plans?* E-HR Future Show, Disneyland May 7-10, 2001.
29. *A sensible approach to e-learning*, ISPI Conference, San Francisco, April 12, 2001.
30. "A Day in the Life of a Training Director in the New Economy, *Training & Development*, April 2001.
31. "Winning the e-learning race" *The Training Report*, March 2001.
32. "Winning the e-learning race" *E-learning magazine*, February 2001.
33. "Boarding the e-learning express, Pre-conference session, Online Corporate University Week, Palm Harbor, Florida February 4, 2001.
34. "Selecting a learning management system" *The Training Report*, January, 2001.
35. "How to fail at e-learning" *E-learning magazine*, January, 2001.
36. *E-learning: Hype of Hope?* National Consultation on Career Development, Ottawa January 23, 2001
37. "The Training Formula" *The ASTD Training & Performance Yearbook*, 2001.
38. "Championing e-learning", *The 2001 Pfeiffer Annual, Training*.
39. "Getting the most from conferences" *E-learning magazine*, December, 2000.
40. Here comes e-learning: hold on to your hat!!" *Occupational Health and Safety Canada*, December, 2000.
41. "It's a bird. It's a plane. It's informal e-learning on the Web" *The Training Report*, December, 2000.
42. Tips to help decide if your organization is ready for e-learning *The 2001 McGraw-Hill Training and Development Sourcebook*.
43. *An Overview of e-Learning*, presentation to the Ottawa Chapter of ISPI, December 13, 2000.
44. *The 11 faces of e-learning*, presentation to the Ottawa Chapter of OSTD, October 26, 2000.
45. *E-learning for Occupational Safety and Health*, a presentation to the conference of the Industrial Accident Prevention Association, October 24, 2000.
46. "Savouring e-learning" *Linezine.com*, October, 2000.
47. "Motivating Others", *The Consultants Toolkit 2000*, Mel Silberman editor.
48. "Boarding the e-learning express", *The Training Report*, October 2000.
49. "Designing Web-Based Training, by William Horton, a book review for *Training and Development* magazine, September, 2000.
50. *Comparing Technology-Based Training* by Kruse and Keil and *Delivering Digitally* by Inglis, Ling and Joosten, a book review for *Training and Development* magazine, May, 2000.
51. *Estimating the time it will take to develop training,*" a paper for the Annual International Conference of the American Society of Training and Development, May 2000.
52. *Using the Internet Smarter and Faster*, Kogan-Page Publications in conjunction with the *Sunday Times*, 120 page book, May 2000.
53. "Getting Results From Technical Training", the *2000 Pfeiffer Annual, Training*.
54. "Four simple questions to get results from training", the *2000 McGraw-Hill Training and Development Sourcebook*.
55. "Online learning" a 55 minute radio phone-in guest, Ontario Today, CBC Radio, November 23, 1999.
56. "Online Learning is on the move" *Ottawa Citizen*, November 8, 1999.
57. "E-Learning: Lessons Learned", a presentation to the ASTD TechKnowledge Conference, September 17, 1999.
58. "The Benefits of Interactive Learning", a presentation to the 50th annual conference of the Canadian Society of Safety Engineering, August 1999.
59. A book review of *Becoming an SAP Consultant*, for *Technical Training* magazine, November/December, 1999.
60. A book review of *How to design self-directed and distance learning programs* for *Technical Training* magazine, September/October, 1999.
61. Book review of *Distance Training*, for *Technical Training* magazine, July/August, 1999.

62. "Web-based Training Books", a book review for *Technical Training* magazine, May/June, 1999.
63. "Good News about Motivation", *Long Term Care*, February/March, 1999.
64. A book review of *Effective Training Strategies: A Comprehensive Guide to Maximizing Learning in Organizations*, by James R. Davis and Adelaide B. Davis, *Training and Development*, February, 1999.
65. "Using The Internet To Identify Training Needs", The 1999 Pfeiffer Annual, Training.
66. "How to motivate others", The 1999 McGraw-Hill *Training and Development Sourcebook*.
67. "Soaring in Cyberspace", guest column in the *Ottawa Citizen* High Technology Section, November 2, 1998.
68. "The Training Formula: Calculating The Time It Takes To Craft Leader-Led Training", *Training and Development*, October 1998.
69. *Using the Internet Smarter and Faster at Home at Work and at the Office*, a 170-page book, Crisp Publications, August 1998.
70. "In Defence of Instructional Systems Design", Web site of the American Society of Training and Development, April 1998.
71. "The Elite Instructor", *Occupational Safety and Health Canada*, March 1998, 72-74.
72. "Motivation — using the right tools for the job", *Carswell Joint Health and Safety Committee Newsletter*, March 1998, 4-5.
73. "Responding to Four Writing Challenges", *the 1998 McGraw-Hill Training and Development Sourcebook*.
74. "Training Needs Analysis: A Broad View", the 1998 Pfeiffer Annual, Training.
75. "Lessons Learned: designing training to teach computer applications", *Performance Improvement*, August 1997.
76. "Designing Training for Mobile Computing", a paper presented at the Annual International Conference of the American Society of Training and Development, May 1997.
77. "Selecting Training Providers", *Occupational Safety and Health Canada*, March 1997, 64-66.
78. "One size does not fit all: Tools for problem solving and decision making, *Carswell Joint Health and Safety Committee Newsletter*, March 1997 6-8.
79. "Writing for the 90's", *Training and Development Magazine*, March 1997, 11-12.
80. "Twelve Steps to Successful Focus Group Meetings", *The 1997 McGraw-Hill Team and Organization Development Sourcebook*. New York: McGraw-Hill.
81. "The Training Alternative: Technically-assisted Training May be the Solution", *Occupational Safety and Health Canada*, Vol. 12, No. 4, July/August 1996.
82. "Ten Steps to Combat Participant Resistance", *The 1996 McGraw-Hill Training and Performance Sourcebook*. New York: McGraw-Hill, 159-160.
83. "Managed Venting", in *Training*, October 1995, 27-28.
84. "Selecting the Best Training Methods", *OH&S Canada Buyers Guide*, Vol. 10, No. 7, January 1995, 66-74.
85. "Selecting Training Methods that Work", a paper presented to the OHS&E '94 conference, October 1994.
86. "Projected Aids, *Labour Education*", No. 95, 1994/2, pp. 22-24.
87. "Evaluating instruction: initiatives to maximize results", paper presented to The Training Superconference, Toronto, February 18-19, 1993.
88. "Education needs assessment", *Labour Education*, No. 91, 1993/2, pp. 21-24.
- Brooke has authored or supervised the writing of many publications and brochures as well as the production of 10 professionally produced videos.

LANGUAGES

Fluently bilingual (English & French)

CITIZENSHIP

Canadian, Swiss, Irish

EDUCATION

MA, adult education, University of Quebec, all courses and thesis in French