

Annamarie Pluhar

Qualifications Summary

Expert in facilitation, instructional design, training, and project management, Ms. Pluhar has over twenty-five years of experience in a variety of industries, including government, manufacturing and nonprofits including significant experience working with cross-functional groups charged with complex projects. Ms. Pluhar is an astute observer of human behavior, a skilled listener, and a competent organizer. With her strong organizational skills, and effective problem-solving abilities, she partners with clients to help them achieve their goals. Clients value her helpfulness, enthusiasm, and authentic interest in their success.

Experience

2005 – Present **Pluhar Consulting, Principal**

Projects completed as Sub-Contractor

Federal Emergency Management Agency (FEMA)/U.S. Fire Administration (USFA)

Training Equivalency Crosswalk for Structural Firefighters

- Facilitated meeting of federal, state and association executives to develop methodology for comparing wildland and structural firefighting training.
- Organized and conducted high-level state meetings in pilot states to review methodology.
- Analyzed results providing recommendations.
- Developed *Skills Crosswalk* for distribution to structural firefighting community.
- Program-managed three phases of project spanning two years.
- Managed budget, contract relationship, client relationship and program team of five project managers and an extensible resource staff of employees and subcontractors

Success Factors, an SAP company

Customer Training for Administrators, Orientation Training for Implementation Project Teams

- Developed courses to be delivered by webinar.
- Maintained currency on the cloud-based HR application as it is being developed for the modules of Compensation, Calibration, Succession and Career Development Planning.

Hannah Grimes Center

Training Analysis and Design

- Developed training plan for farmers to improve marketing and publicity.

Learning Objectives Workshop

- Delivered half-day workshop on developing effective learning objectives.

Windham Child Care Association, Keene Unitarian Universalist Church

Strategic Planning Retreats

- Designed and led board retreats. Increased board involvement and commitment to organization.

Successful Aging Collaboration of Windham County

Meeting Facilitation

- Ongoing project facilitating monthly meetings. Enabled successful completion of projects.

United States Agency of International Development (USAID)

Tactical Conflict and Assessment Planning Framework (TCAPF)

- Developed instructor-led training for innovative military program being taught to all units deployed to Afghanistan.
- Worked closely with program designer and subject matter experts to learn complex content.

- Created five-module course with instructor guides, participant manuals and PowerPoint slides for instructors.

Action to Excellence

Leading From Within

- Taught management-training course of 13 4-hour sessions to mid-level supervisors.
- Course content includes: values, situational management, DiSC, communication skills, problem-solving tools, progressive discipline, performance reviews and interviewing skills.

Nuclear Regulatory Commission (NRC)

External Focus Groups, Analysis and Communications Recommendations

- Conducted focus groups on site in four locations and two by teleconference call.
- Analyzed results, developed communications recommendations, created final PowerPoint presentation for client.
- Served as project manager.

Defense Logistics Agency (DLA)

Competency Assessment Development

- Analyzed current training to link with competencies.
- Conducted focus groups to validate assessment findings

Bureau of Land Management (BLM)

Changing Roles

- Facilitated meeting of federal agency representatives to clarify next steps on report to Congress.

Department of Education (ED)

Fiscal Officer Focus Groups

- Conducted focus group of financial officers in higher education to clarify training requirements for Fiscal Officer Training.
- Analyzed results, wrote report.

TEREX Corporation

Sales Training Development

- Redesigned proprietary course for salespeople, managed client relationship.

2003 – 2005 **Carney Inc., Knowledge Solutions Designer**

- Designed and developed e-learning training for Air Force defense units and NORAD Air Defense Sector mission crews.
- Performed task analysis and elicited client-centric content through focused interviewing of subject matter experts (SMEs).
- Distilled complex technical and organization-specific concepts into end-user or learner language.
- Wrote storyboards with audio script and instructions to digital artists and systems engineers detailing the content, look, and interaction of lessons.
- Created knowledge checks, interactive practices, and lesson tests.

2002 – 2003 **Computer Technology Services, Senior Instructional Designer**

- Project manager for company's largest account, the Navy Marine Corps Intranet.
- Supervised a team of four instructional designers and educational technologists.
- Analyzed, designed, developed, implemented, and evaluated instructor-led lead course work.
- Managed large e-learning project with a tight deadline which resulted in bringing an additional \$300,000 in new business from the client.

2000 – 2002, 2005 **IDD Tech Solutions, Principal, Customized Training for Technology Projects**

- Developed courseware in Quality of Service (QoS) for Cisco Training Partner; served as team lead.

- Developed unit on capacity planning for Cisco EVODD course. Results: Completed all work under budget and on or before deadline. Client rated work as “excellent.”
- For major telecommunications provider, built a development team to deliver training materials for Web-based billing system. Researched and identified software/formatting issue. Completed “back-end” training for system administrators. Results: Resolution of software issues cut project time in half for client.

1998 – 2000 **KC Resources Creative Solutions, Project Manager, Instructional Designer**

- Managed multiple, concurrent instructional design projects for major telecom client. The teams I supervised produced high-quality work satisfying all client requirements.
- Developed a three-week telephony voice and data products course for new hires. Designed and produced hands-on, advanced course on ISDN, DSL, IPTV, and VPN for sales.
- Worked closely with financial services client to produce software training for proprietary software.
- Trained telecom workers to use customized software. These courses are now required within their institutions and are upgraded regularly.

1992 – 1998 **Pluhar Associates, Independent Consultant**

- Provided customized training for management and employee teams in Total Quality, problem solving, decision-making, and facilitation skills.
- Created a train-the-trainer course.
- Guided senior and mid-level managers in implementation of organization culture change, resulting in sustained senior-level commitment to Total Quality. Resulted in 100% involvement of shop-floor employees.

1993 – 1995 **Canusa Corporation Fiber Group, Director of Total Quality**

- Directed planning and implementation of company-wide computer system, including hardware purchases, networking, and customized software.
- Implemented organizational climate survey and customer-oriented performance appraisal system.
- Facilitated steering committee and problem-solving teams. Results: Developed culture of data-based decision-making, resulting in a savings of \$0.5 million in warehousing costs and an improvement in departmental relationships.

1988 – 1992 **Rath & Strong, Inc. Management Consultants, Consultant**

- Provided organizational development expertise in implementing culture change.
- Collaborated closely with technical specialists to lead implementation of TQ culture change for various industries: high-tech computer components, refrigerators, building materials, and high-end audio equipment manufacturing. Results: Success of pilots led to add-on business exceeding \$2 million in consulting fees.
- Team Building: Conducted training, facilitated team processes, trained facilitators, and designed and delivered training for natural work groups. Trained over 200 cross-functional task teams in consumer products, automotive, and paper industries. Results: 80%-90% improvement in reduction of waste. Employees learned the principles of TQ/JIT for continued application. Set up reduction teams, reducing setup and changeover times by 75%. Workflow teams eliminated 70%-90% of the steps in their processes.
- Spearheaded the development of new product—“Facilitation Skills Workshop”—for Rath & Strong clients. Unique design met client needs for self-directed learning. Results: Follow-up evaluations confirmed that the workshop led participants to increased confidence, skill, and an ability to lead their teams to results.
- Developed and delivered training tailored to meet specific client-identified needs including: one-day presentation skills for new coaches of self-managing work teams; goal-setting skills; and team training for employees with minimal understanding of English.

1984 – 1987 **Rath & Strong, Inc. Management Consultants, Research Associate**

- Project-managed the administration of large-scale climate survey projects, resulting in 100% employee participation.

Education and Training

- M.Div. (Pastoral Theology), The Episcopal Divinity School, Cambridge, MA. 1982
- A.B., Vassar College, Poughkeepsie, NY. 1976
 - Major: Psychology
 - Elementary Education Certification N-6
- Workshops
 - Institute of Cultural Affairs, *ToP Facilitation Methods*. 2004
 - Langevin, *Instructional Design for New Designers*, 1998
 - *Open Space on Open Space*. 1995
 - Innovation Associates, *Systems Thinking*. 1993
 - Situation Management Systems, *Positive Power and Influence*. 1991
 - NTL Institute, *Train the Trainer*. 1989

Publication

Sharing Housing, A Guidebook for Finding and Keeping Good Housemates, Homemate Publishing 2011

Security Clearance: Secret