

Carrow Associates
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PROFESSIONAL SUMMARY

Seasoned human resource professional and principal of Carrow Associates specializing in diversity, workplace issues and trauma in the workplace with a Federal Career that spans over 30 years including experience in the private sector and the Washington, D.C./Northern Virginia community. Recognized expertise in various aspects of Human Resource Development and Equal Employment Opportunity (EEO). Strong background in leadership, management, and supervision. Excellent analytical, organizational, project management, communications, presentation, public speaking, teaching and employee development skills. Expertise in organizations in designing, developing, coordinating and implementing technical advisory programs and training that reaches out to all sectors of the organization. Extensive experience in coaching and counseling senior managers and employees through one-on-one dialogue and building bridges between diverse groups of people to achieve organizational/management goals.

Served as Director (A)/EEO Officer, Office of the Secretary/Administration on Aging, Office of Equal Employment Opportunity, Department of Health and Human Services (HHS). Leadership, management and technical experience have positioned me to offer organizations extensive skills as a program and project manager. I ensured the integrity of the EEO function by promoting ethical and effective practices and acted as a champion/advocate of communication and feedback to resolve conflict, disagreements, and complaints that result in a mutually agreeable manner. Led adult education forums throughout HHS for senior management on human resource issues. Continually strived to build coalitions, encourage support among staff, customers and team members. Consulted with Department of Defense (Indianapolis, Indiana), and William Wendt Center for Loss and Healing, Washington, DC.

Ph.D. in Adult Education and Human Resource Development (Virginia Tech); MA in Liberal Studies (Organizational Behavior/Management) (Georgetown University). Trained in Alternative Dispute Resolution (ADR)/Mediation). Featured in Wall Street Journal in an article emphasizing career leadership development with diverse groups of employees (June, 2003).

KEY AREAS OF RESPONSIBILITY
LEADERSHIP AND MANAGEMENT

My leadership experience includes hiring and supervising employees, monitoring work assignments and assessing individual and organizational needs as follows:

*Served as Acting Director in the Office of the Secretary (OS), Department of Health and Human Resources (HHS), Equal Employment Opportunity. Responsible for the following programs (1) Informal EEO Counseling, (2) Formal EEO Complaint Processing, (3) Affirmative Employment Programs, (4) Special Employment Programs, (5) Policy Development and Technical Guidance. Responsible for resolving high profile EEO cases, consulted with managers to recommend mutual beneficial solutions to EEO complaints, guided complainants through the EEO process, and provided feedback to employees and management on overall performance development process.

*Led the Diversity Initiative in the Office of the Secretary (2002/3). Coordinated outreach & training for all SES, managers and supervisors. Training focused on recruitment and hiring goals.

*Program Manager for the OS/EEO Hispanic Initiative. Worked with Department representatives on "Best Practices in recruitment and Employment Strategies for Hispanic and Other Minority Populations." Participated in interviewing management officials on innovative ways to recruit Hispanic employees.

*Under the Government Performance Results Act (GYPRA)--responsible for leading the EEO Office to exceed its outreach/training goals in 2000/2001.

*Created, designed and implemented the adult education course in Sexual Harassment Prevention Training for the Office of the Secretary, 1993. Trained over 1200 HHS employees. Program was re-evaluated and implemented in 2000. Upon request from the Office of the Inspector General (OIG) traveled to various regional offices in 2000/2001 to train managers and employees. Received an "Integrity Award" from the OIG in November, 2001.

*Chaired DHHS, EEO/ADR (Alternative Dispute Resolution) Subgroup to evaluate the community resources of ADR. Led a team of five members to design a list of government resources and subject matter courses that employees can access in the Department.

*Chaired the subgroup on communications under Secretary Donna Shalala's Quality of Work Life Initiative and briefed HHS Partnership Committee on progress and results. Responsible for leading a team to revise the format of the Secretary's message to employees. Edited and published the Quality of Work Life Newsletter (May, 2000). Newsletter was sent to all employees in the Office of the Secretary.

*Member of an award winning team that designed and executed an assessment of the Office of Budget of the Department of Health and Human Services (HHS) including, communications, employee recognition, adult education/learning, policy

priorities, external relations, and Quality of Work Life issues. Team created alternative avenues for more communication and adult learning forums with management. Staff Meeting were redesigned as adult education forums with employees participating. Responded to a request from the Deputy Assistant Secretary (DAS) for Budget to offer employees an adult education class entitled "How to Talk to Your Supervisor."

*Supervised a staff of six employees as Branch Chief, Office of Administrative Services, Office of International Affairs (Department of Energy-1985) in all areas of human resources which include, personnel, performance management and appraisals, training, career development and employee relations.

ORGANIZATIONAL DEVELOPMENT AND POLICY

Organizational development experience includes internal and external consulting, benchmarking best practices, encouraging and providing models and information sharing, and promoting continual adult education life-long learning, as follows:

*In the capacity of Senior EEO Consultant/Advisor, advised top management officials on sensitive EEO conflict cases in the EEO process. Communicated with the Office of General Counsel (OGC) on issues relative to EEO investigations and guidance on formal complaints. Advised staff offices on organizational assessment issues.

*Advised organizations in the Office of the Secretary on how to assist individuals who are returning to work after being traumatized. Created adult education forums and multimedia presentations on "Dealing with Trauma in the Workplace."

*Experienced in building coalitions. As member of the Department of Energy (DOE), Office of International Affairs participated in meetings with representatives of foreign countries in research and development where bilateral agreements were negotiated. Responsible for country assignments particularly Scandinavian Countries. Worked with foreign embassies. Developed talking points and agenda items for visiting dignitaries and Assistant Secretary. As country representative accompanied visiting dignitaries on their visits to US from neighboring countries.

*Participated in policy decisions relative to the Visits and Assignments function in DOE (Office of International Affairs). Responsible for all visits and assignments to DOE laboratories and monitoring foreign nationals who visited. Reviewed security procedures and facilitated all visits from headquarters. Supervised staff member who assisted in administrative work.

*Presented adult education/learning workshops, seminars and lectures for Government agencies: (Department of Labor) "Dealing with Difficult People," (Department of Interior), "Teambuilding;" also in the private sector, Lansdowne Conference Resort (Leesburg, Virginia), "Organizational Assessment for CEO and Top Executives," Chief Executives Organization (Potomac, Maryland), "Organizational Assessment: which included mission statement, goals, and objectives and budgetary development and implementation; also in Universities (Georgetown University) "Stress Management, (Southeastern University) "Human Relations in the Workplace."

TRAINING, TEACHING AND PRESENTATION

Teaching and training experience in courses, seminars, workshops for government and non-profit organizations in adult education/learning, instructional design and their implementation, evaluation of diverse groups using wide range of media approaches and always considering learning and communication styles as follows:

*Designed, developed and implemented the award winning adult education learning Sexual Harassment Prevention Training Program for DHHS/OS (1993). Supervised student who conducted focus groups within the department. Evaluated and upgraded sexual harassment course in (2000) entitled "Changing Boundaries: Recognizing, Resolving and Preventing Sexual Harassment."

*Co-designed and published new adult education learning/training course for managers and employees which was implemented in December, 2001 entitled "Trauma and Recovery in the Workplace: A Study Circle for Managers and Co-Workers."

*Responsible for training new managers in "Supervisory in Context" as well as presenting forums on stress reduction, supervisory/employee communications and other human resource topics. Course content of all courses were evaluated with adult learning techniques and audience participation.

*Facilitated new Alternative Dispute Resolution (ADR) pilot program for managers and employees. ADR is now a formal program in the EEO Office.

*Designed a course entitled "How to Talk to Your Supervisor" as requested by the Deputy Assistant Secretary (DAS) for Budget. Presented this workshop to managers and employees in the Office of the Budget. Outreach efforts were extended to the Office of Women's Health on the same subject.

EXPERIENCE

Carrow Associates: (January 2004 to Present)

Principal of Carrow Associates. Consults with government agencies and the private sector. Writing, speaking and lecturing on workplace related issues. Consultant to the Department of Defense (Indianapolis, Indiana). Designed, developed and facilitated the training programs which consisted of EEO, diversity, sexual harassment, communication and The No Fear Act. Trained over 500 employees and 80 managers. Consultant to the William Wendt Center for Loss and Healing (Washington, D.C.) on Trauma and Change in the Workplace. Consultant with Susan Grimes Associates, Washington, DC on EEO related issues.

Department of Health and Human Services (HHS):
EEO Specialist/Senior Consultant/Acting Director/EEO Officer

From 1990 to December, 2003 EEO Specialist (1990-1995) Senior Consultant (1995-Dec. 2003) in the Office of Equal Employment Opportunity. As Acting Director/EEO Officer (Dec/2001 to Dec/2003*). Administered and managed all aspects of the EEO program which included advising management on technical EEO issues, providing guidance and counsel on the overall EEO program and supervision of three employees.

* Attended EEO Officer Meetings. Participated in on-going dialogue with Regional and EEO Managers within the Department. Meeting agenda focuses on opportunities to share with colleagues policy and procedural issues. *Due to the present EEO restructuring of the EEO function (11/01/02) the position of Director was shared with a colleague.

* Responsible for resolving high profile conflict EEO Informal Complaints. Met with Presidential Appointees in advising management on sensitive aspects of the EEO process and complaints. Assisted managers in interpreting the EEO policy to ensure compliance with EEO laws. Participated in the resolution of highly sensitive EEO complaints saving the department thousands of dollars if complainant had filed a formal complaint.

* Counsel and guided complainants during the EEO process on all aspects of employment. Often complainants arrive at our office angry because of an alleged discrimination. In such cases consulted with managers and suggested recommendations on how to accommodate the needs of both employees and management. Provided feedback to both employees and management. Encourage the dialogue between managers and employees and assisted parties to learn more about the EEO process.

On the Affirmative Employment Plan (AEP) outlined work force data, analyzes employment data and reassess the action plans within the Department relative to under-representation and departmental goals. Provided input to the plan and responsible for overall coordination and reporting progress.

* Designed, developed and implemented the department's Sexual Harassment Program in (1993) entitled "Intent versus Impact." The program was viewed by other government agencies (Department of Agriculture/Department of Education). Representatives who attended were impressed with the outline of the program which included a two-day training module. The first day included a communications component, and the second day covered Sexual Harassment Prevention Training. Trained Secretary Shalala and her staff and 1200 HHS employees and managers. Received a cash award for my efforts and a letter of appreciation from The Secretary. In 2002 re-evaluated the training and redesigned the Sexual Harassment Prevention Training entitled "Changing Boundaries: Recognizing, Resolving and Preventing". Retrained all HHS offices. Invited to travel to the Office of Inspector General (OIG) regional offices to train their managers and employees.

* Designed for Director EEO a multimedia presentation entitled "EEO Programs" (2000). This presentation encompassed all of the mission, function and EEO laws related

to the Office of the Secretary, Office of Equal Employment Opportunity programs. It included a history of EEO and served as an educational tool to enhance the visibility of the office through discussion and dialogue.

* Appointed Hispanic Program Manager in the EEO Office. Program promoted HHS's Hispanic Initiative. Team member /Supervisors/Managers Forum on Hispanic Emp. issues. The forum enlisted cooperation from all program managers with an overview in dealing with the Department's Hispanic Initiative and challenges for future recruitment.

* Member of a six person team which designed and completed an assessment of the Assistant Secretary for Management and Budget/Office of Budget (1998/99). Over a six-month period, the team evaluated a survey that was completed and made recommendations to the Assistant Secretary. Issues included were communications, employee recognition, policy priorities, external relations Quality of Work Life and adult education forum for managers and employees. Received a group award.

* Partnership with the Director EEO as a member of the Human Resource/EEO Council. This Council was chaired by the DAS for Human Resources and focused on such issues as workforce (2000), strategic planning (Performance Management of SES) and overall goals of the EEO community. Because of my unique qualifications and specialized skill in adult learning continue to promote a learning environment among managers and their employees.

* Chaired the EEO/ADR (Alternative Dispute Resolution) Workgroup (2001). The workgroup was made up of four subgroups with representatives from all EEO offices. The Training and Marketing Subgroup task was to examine how employees and managers could learn more about the EEO/ADR process and how each could apply their learning to their work. The result was to develop a curriculum, training program along with a marketing plan. Subgroups created a work-plan which defined the actions to be taken, responsible office and target date. This effort resulted in an all day forum which included focusing on "ADR/Training and Cultural Awareness and Strategies for Complaint Prevention and Resolution." (October, 2001).

Professional Employment

Jan. 2004/-Present	Principal, Carrow Associates
Dec/2001-Dec/2003	Acting Director/EEO Officer *Due to EEO Office restructure (11/01/02) Director position shared with colleague.
May, 1990 to November, 2001	EEO Specialist/Senior Consultant/Acting Director Office of Equal Employment Opportunity, DHHS.
August, 1987 to May, 1990	Management Analyst, Office of Information Resource Management, OIRM

November, 1982-August, 1987	International Relations Specialist, International Coordinator for Visits/Assignments, Office of International Affairs, Department of Energy (DOE).
November/81 to November/82	Executive Assistant to the Assistant Secretary for International Affairs, Presidential Appointee.
March, 1980-November, 1981	Branch Chief, Administrative and Management Support Branch, Office of International Affairs (DOE).
September, 1979-March, 1980 (DOE).	Personnel Staffing Specialist, Div. of Personnel (DOE).
April, 1976-September, 1979	Personnel Mgmt. Specialist, Energy Research and Development Administration (ERDA).
1973/1974	HUD-Flood Disaster Project, Administrative Officer. Wilkes-Barre, Pennsylvania.

TEACHING & FACULTY POSITIONS

1997/98	HHS Faculty: Supervisor in Context/Frontline Leadership for Managers
1996	Faculty Member and Career Counselor: Mount Vernon College
1996	Guest Lecturer, Southeastern University, Washington, DC
1995	Guest Presenter, Clemson University, South Carolina
1990	Guest Lecturer, Georgetown University
1986-90	Adjunct Faculty: Northern Virginia Community College, Alexandria Campus
1984-94	Instructor/Counselor: The Women's Center, Vienna, Virginia

AWARDS

2003	Special Act Award (Cash Award)
2002/2003	Performance Award (Outstanding) (Cash Award)
2001	Performance Award (Outstanding) (Cash Award)
2001 (OIG)	Integrity Award (Special Recognition) Office of the Inspector General
2001	Time-Off Award (Special Effort Award)
2001	Special Act/Achievement Award (EEO) (Cash Award)
1999	Budget Team Award Communications Group (Cash Award)
1997/98	Time-Off Award (QWL Steering Group) ASMB
1997	Team Award (Cross-Functional Team) ASMB (Cash Award)
1995	Outstanding Job Performance Award (EEO) (Cash Award)
1993	Outstanding Job Performance Award (EEO) (Special Act Award)

EDUCATION

1. Ph.D., Adult Learning and Human Resource Development
Virginia Polytechnic Institute and State University (Virginia Tech), Northern Virginia Center

Dissertation Topic: "Using Study Circles in the Workplace as an Educational Method of Facilitating Readjustment After a Traumatic Life Experience". *Dissertation Paper presented* at the Academy of Human Resource Development Conference, Washington, DC, March 1999 and at the Association for Death Education and Counseling Conference, San Antonio, TX, March 1999

2. MA, Organizational Behavior/Management-Liberal Studies
Georgetown University, Washington, DC
3. BA, Social Science/Urban Affairs, Wilkes University, Wilkes-Barre, Pa.

TRAINING RECEIVED (Work Related)

2003: Unacceptable Behavior & Other Tough Employee Performance Problems (Oct, 2003)
2002: Alternative Dispute Resolution (ADR) for Managers
2001: Managing Conflict and Tension in the Workplace
2001: Basic Mediation Skills
1998: Negotiate to Win and Pilot Program/ADR of informal complaints through mediation.
1997: Understanding and Responding to Violence in the Workplace and Diversity Training.
1995: EEO in Federal, State & Local Gov. & Ticking Bombs-Defusing Workplace Violence.
1994: Implementing Alternative Dispute Resolution in the EEO Process
1993: Total Quality Management: Critical Issues on Planning, Measurement & Implementation
1992: Sexual Harassment Prevention Training Program
1991: EEO: Its Place in the Federal Government
1989: EEO Counselor Training

ADDENDUM

Organizational Assessment

Developed and performed overall Organizational Assessments for the CEO and top executives of the Lansdowne Conference Resort in Leesburg, Virginia, and the executives of the Chief Executives Organization in Potomac, Maryland. Designed and moderated retreats structured to clarify mission statements, goals and objectives and budgetary development and implementation.

Seminars and Workshops Presented

<i>Dealing with Difficult People</i>	<i>Trauma in the Workplace</i>
<i>The Art of Encouragement</i>	<i>Trauma and Change in the Workplace</i>
<i>Creative Stress Management</i>	
<i>Self-Esteem and Your Image Impact</i>	
<i>Team Building</i>	
<i>Women and Competition</i>	
<i>Self-Sabotage and Your Career</i>	
<i>The Importance of Empowerment to Men and Women</i>	
<i>Change and Its Impact on You and the Organization</i>	

Your Self-Image and Professional Development
Sexual Harassment Prevention in the Workplace
Human Relations in the Workplace
Re-entry, Career Change and Plateauing
How to Talk to Your Supervisor
Life is a Balancing Act
Resume Development
How to Deal with Workplace Conflict

Location of Seminars and Workshops Given

Department of Labor
Department of Health and Human Services
Department of Treasury
Department of Energy
Department of Interior/US Geological Survey
Ft. Belvoir, Federal Women's Program
Georgetown University, Washington, DC
Better Homes Realty, Inc., McLean, VA
Southeastern University, Washington, DC
Georgetown University, Washington, DC
Northern Virginia Community College, Loudoun Campus
AT&T, Train-the-Trainer, Leesburg, VA
Stratford University, Falls Church, Va.
Washington Executives Association
Clemson University, South Carolina

Instructor Certificates

Zenger Miller Frontline Leadership
Myers-Briggs Personality Profile
Technologies for Creating
Structural Consulting

Affiliations

Women's Committee/National Symphony (Executive Board)
Association for Death Education and Counseling (ADEC)
Washington Society for Jungian Psychology (WSJP)
Association for Training and Development (ASTD)

Volunteer Activities

ADEC-Human Resource Network (HRN)

Publications and Conferences and Publications

Dissertation Article published in Death Studies Journal, entitled *Using Study Circles in the Workplace as an Educational Method of Facilitating Readjustment after a Traumatic Life Experience*. Volume 24, Issue 5, July/August, 2000.

Article published in The Federal HR Edge, FPMI Communications, Inc. entitled *What Can Managers Do To Help Traumatized Employees*, May, 2000.

Article published in The Forum Association for Death and Education and Counseling (ADEC) entitled *Losing a Normal Support System: How Managers Can Show Care After a Traumatic Experience—Being Sensitive to Employee Needs*. Volume 26, Issue 5, September/October, 2000.

Manual Published: *Trauma & Recovery in the Workplace: A Study Circle for Managers and Co-Workers (2006)*.

Conferences

Dissertation Paper presented at the Academy of Human Resource Development Conference, Washington, DC, March, 1999.

Practice report presented at Association for Death Education and Counseling Conference (ADEC), Title: *Educating Managers About Recovery From Trauma*, San Antonio, Texas, March, 1999.

Seminar at Public HR Management Conference, Title: *Working Together to Overcome Traumatic Experiences*, Washington, DC, March, 2000.

Seminar Presenter at the Department of Health and Human Services (HHS) Office of Inspector General Senior Staff Conference, Title: *Managing From The Heart*, Hershey, Pennsylvania, September, 2000.

Speaker/Presenter at the 19th International Conference on Death and Bereavement, King's College Center for Education about Death and Bereavement, London, Ontario, Canada, May 12-16, 2001. Title: *Men and Women Readjusting in the Workplace After the Death of a Loved One*.

Guest Speaker/Presenter at the Pikes Peak Hospice and Palliative Care, Colorado Springs, Colorado. Presentation to Community Leaders on *Trauma in the Workplace* and trained Community Human Resource Personnel on *Trauma Recovery in the Workplace: A Study Circle for Managers and Co-workers*-October 29, 2001.

Speaker/Presenter at the Manager's Edge Symposium, sponsored by FPMI Communications, Inc., in Atlanta, Georgia, February 20-22, 2002, Title: *A Manager's Role in Workplace Trauma*.

Speaker/Presenter ADEC 28th Annual Conference, Grief & Loss: Wisdom and Insight, March 29-April 2, 2006-Tampa, Florida. Topic: *The Grieving Employee Returning To Work*. (Half-Day Workshop).

Speaker/Presenter-Univ. Wisconsin/La Crosse, June 4-7/06. International
Death, Grief & Bereavement Conf. (Hospice)
Topic: *Grieving People Returning To Work.*

Speaker/Presenter-Association for Death Education and Counseling (ADEC)
Conference--April 12-15, 2007 Indianapolis, Indiana
Topic: *Death in the Family/Returning to Work: Helping Employees Cope.*