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### Biographical Sketch

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**Janet M. Hamel, Ph.D.**

**Labor Categories:** Senior Analyst, Instructional Systems Designer, and Technical Writer

**Education:** Ph.D., Education Leadership, George Mason University

Janet Hamel has 27 years of experience as a technical writer/editor, researcher, assessment developer, and instructional designer. She has worked for Human Technology (HT) for the past 23 years. During this time, Dr. Hamel has been responsible for developing and using quality assurance procedures to ensure the instructional validity of deliverables. Dr. Hamel has also developed tests, self-assessment instruments, and job aids for hundreds of training and learning solution products for public- and private-sector clients.

During her years with Human Technology, she completed both master's and doctorate degrees in education, with her research specialties being leaders' use of writing as a strategic leadership tool, and strategies for helping students with disabilities succeed at becoming working, active adult contributors in their communities. She served as an adjunct faculty member at George Mason University (GMU), teaching doctoral-level courses on strategic writing and leadership.

In the field of human services, Dr. Hamel served on the board of directors of Downeast Horizons, a multimillion-dollar nonprofit agency in Maine that provides residential and vocational services to adults with disabilities. During her tenure, stakeholders investigated models of providing vocational services, resulting in the agency closing its sheltered workshop and committing to provide community-based employment services. As planning committee chair, she led stakeholders through a strategic planning process, in which a new mission, strategic direction, and systematic strategic plan were developed and implemented. Dr. Hamel managed the process of revising the agency's human resources policies and procedures.

In the education arena, Dr. Hamel has written chapters in two books for school principals and numerous analytical reports.

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### Recent Experience

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- Developed Level 2 learning evaluations, knowledge assessments, and posttests for various training and learning solution products (i.e., classroom-based training programs, technology-enabled learning interventions, and print-based instructional materials) on such varied subjects as:
  - NIMS Public Information Systems (Federal Emergency Management Agency (FEMA))
  - National Incident Management System (NIMS) Resource Management (FEMA)
  - Addressing and Resolving Poor Performance (Office of Personnel Management)
  - Multi-Hazard Emergency Planning for Schools (FEMA)
  - Building Partnerships With Tribal Governments (FEMA)
  - Incident Response: Deployment Basics (U.S. Department of Agriculture)
  - National Incident Response Refresher: Our Commitment To Serve (USDA)
- Developed print and web-based exercises, job aids, and self-assessment tools to enhance a variety of training and learning solutions, such as those accompanying the web-based NIMS Public Information Systems training, and those used to assist doctoral-level students in learning and applying American Psychological Association style for use in their professional writing.
- Developed web-based training on Government Pensions and Social Security Benefits, a 12-lesson scenario-rich course for retired Federal employees and their families (joint Social Security Administration/OPM project).

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### Recent Experience (Continued)

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- Performed quality assurance reviews of numerous web-based training solutions for instructional integrity and usability for Department of Homeland Security agencies.
- Conducted front-end requirements analysis to ascertain human service agency's leadership needs. Recruited agency and community leaders to serve on search team for new Executive Director. Developed job description, selection criteria, and benchmarks for performance evaluation.
- Edited curriculums on Strategic Thinking, Organizational Change, and Leadership designed for delivery to Statewide stakeholder group leaders as part of a Professional Development Leadership Academy project for the National Association of State Directors of Special Education.
- Performed qualitative evaluation of the Fairfax County Public Schools (FCPS) Integrated Service Delivery Model in its third pilot year. Interviewed stakeholder group representatives, visited schools and observed classes, reviewed documents and outside consultants' findings regarding the model, and presented a comprehensive status report to the FCPS school board, new division superintendent, and top administrative staff.
- Wrote and presented portion of video script giving parent perspective on changes to the Individuals with Disabilities Education Act, for FCPS. Video shown to faculties at 200+ schools.
- Developed original stylistic analysis model as a systematic method for analyzing individual writing style, examining measures of structure, language, purpose, and audience in the process. Model was used in teaching GMU doctoral students to examine their own writing, then work systematically on improving their written communication skills.
- Reviewed a spectrum of leadership and strategic thinking literature to identify leadership strategic thinking competencies, and to ascertain commonalities regarding expert perspectives on the role of communication skills in effective leadership. Developed Strategic Leadership Writing Sample Assessment Instrument, to serve as a measurement standard when analyzing the element(s) of strategic thinking demonstrated in education leaders' writing.

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### Publications

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- The Integrated Service Delivery Model (ISDM) of the Fairfax County Public Schools: Providing a Gifted-Quality Education for All Students. Report developed for FCPS; presented to FCPS School Board.
- Let's Meet, So You Can "ooh" and "ahh" Over My Experience: Marketing Campaigns and Initiation Rituals. Chapter in *If You Want To Lead, Not Just Manage: A Primer for Principals*. Corwin Press/Sage Publications.
- The Principal's Responsibility in Providing Special Education Services. Chapter in *A Principal's Guide to School Law*. Corwin Press/Sage Publications.