
Biographical Sketch

Terri L. Harrell, M.A.

Labor Categories: Senior Analyst, Management Analyst, Facilitator, and Technical Writer
Education: M.A., Human Resource Development, Marymount University

Terri Harrell has 17 years of experience in designing, implementing, and evaluating human capital solutions to improve organizational performance. She has worked for Human Technology (HT) for the past 14 years. During this time, Ms. Harrell has focused on helping organizations reengineer human capital processes such as performance management, recruitment and selection, and career development. She has also worked with organizations to develop assessment and career development systems, implement continuous quality improvement, standardize and measure work processes, and develop teams. Her specialty areas include creating leadership, individual contributor, and technical competency models, assessing competency gaps, and developing strategies for closing the gaps. Ms. Harrell has expertise in developing, conducting, and interpreting 360-degree assessments as well as coaching individuals in creating and implementing development plans.

Prior to joining HT, Ms. Harrell worked for Professional Resources, Inc., and Creative Leadership Systems where she focused on helping organizations manage diversity, build teams, and develop their employees. Ms. Harrell has published many training programs including the Performance Skills Team Assessment and Training Series, and the Performance Skills Leader 360-Degree Leadership Assessment and training program.

Recent Experience

- Served as a core team member to define, develop, and validate occupation-specific technical and leadership competencies for the U.S. Missile Defense Agency (MDA). These competencies were used for a comprehensive workforce analysis and career development effort. The project resulted in the development of career guides or “roadmaps” for all occupations within MDA. The career guides include competency and proficiency-level definitions and development solutions for employees to use in enhancing their competencies.
- Co-managed the development and implementation of an agencywide web-enabled skills assessment system for MDA. The assessment was based on both the occupation-specific technical competencies and the core competencies. The assessment captured data from the employee and supervisor perspectives. It also offered individual feedback reports to any employee who completed the assessment as well as overall group data for the agency. Over 1,600 employees and contractors completed the assessment. The team analyzed results for the agency as a whole as well as for various subpopulations, compiled recommendations, and presented the results and recommendations in a series of comprehensive reports. Briefings are currently underway to summarize the data and facilitate the implementation of recommendations for closing mission-critical competency gaps.
- Reengineered the performance management process at Thomson & Thomson by designing and implementing a comprehensive competency and results-based system. Worked closely with the Executive Committee to determine goals of a performance management system. Collected data from employees and managers and researched best practices to develop state-of-the-art policies and procedures. Developed a change management plan and communications strategy. Partnered with Human Resources and a designated steering committee to implement the new system. Designed and implemented an online resource center to support the process. Evaluated the system by conducting focus groups. The performance management system was honored with a Process Improvement award from Thomson Industries, the parent company.

Recent Experience (Continued)

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- Managed the design, development, and implementation of a web-based 360-degree assessment system for all managers at MDA. The assessment was implemented as part of a comprehensive leadership development program. Once all managers completed the assessment, group results were compiled and overall recommendations were developed. Many current development efforts are based on the recommendations made as a result of this assessment.
- Managed the implementation of several initiatives in support of the new Federal Communications Commission (FCC) Corporate University, including:
 - Developing and validating technical competency models for mission-critical occupations and a leadership competency model.
 - Identifying training opportunities for all validated competencies.
 - Designing and developing both a print-based and an online catalog depicting training opportunities organized by occupation and competency.

In 2003, the FCC Corporate University was the recipient of the Training Officers Conference Distinguished Service Award for providing an umbrella for aligning all of FCC's learning activities to its strategic goals.

- Managed the development of a multirater assessment system and a feedback/individual development planning system for FCC managers. Utilized the same process to implement an assessment for employees based on the FCC foundational competency model.
- Managed the development and validation of both a leadership competency model and a foundational competency model for the Department of Health and Human Services by developing a preliminary competency model and refining that model through a series of focus groups with representatives from all of the Department's operating divisions. The project included development of a web-based multirater assessment system and feedback session. The assessment system and feedback session have been used on their own as well as integrated into various development programs.
- Managed the development of a Leadership Development Guide for the U.S. International Trade Commission that included a leadership competency model, a development planning process, career paths for leaders in major occupations, and development opportunities. The program integrated training sessions, a multirater assessment, and a leadership development guide.

Publications

- PS Teams Assessment and Training Series. Human Resource Development Press.
- PS Leader Multi-Rater Assessment. Human Resource Development Press.