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| <b>Consultant:</b> | <b>Dawn Ringrose</b>   |
| <b>Location:</b>   | <b>Courtenay, British Columbia, Canada</b>   |
| <b>Email:</b>      | <a href="mailto:dawn@organizationalexcellencespecialists.ca">dawn@organizationalexcellencespecialists.ca</a> |
| <b>Phone:</b>      | <b>250-941-2064</b>  |
| <b>LinkedIn:</b>   | <a href="https://ca.linkedin.com/in/dawnringrose">https://ca.linkedin.com/in/dawnringrose</a>                |

**Areas of Key Expertise:**

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| <b>1</b> | <b>Organizational Excellence</b> (Excellence Models, Quality Management Systems) – training professionals, management and staff on excellence models, conducting assessments, preparing improvement plans, benchmarking, providing custom training on quality tools and techniques, and where requested, providing assistance with implementation |
| <b>2</b> | <b>Strategic Planning</b> – creating corporate statements, conducting a situation (swot) analysis, developing goals and objectives, creating action plans, and where requested, providing assistance with implementation  |
| <b>3</b> | <b>Business Planning</b> - evaluating business ideas, estimating market demand, profiling competitive supply, developing goals and objectives, creating action plans, projecting revenue and expense, and where requested, providing assistance with implementation   |
| <b>4</b> | <b>Marketing</b> - research, assessment, market and financial feasibility, planning, logo development, focus group testing, promotions, customer satisfaction surveys, and customer service audits  |
| <b>5</b> | <b>Corporate Training</b> - developing and delivering customized corporate training programs in the areas of strategic and business planning, marketing, organizational excellence, customer service, and human resource topics such as diversity in the workplace, employee reward and recognition, and healthy workplace                        |

**Background:**

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| <b>Experience:</b> | 35 years |
| <b>Languages:</b>  | English  |
| <b>Passport:</b>   | Canadian |

**Education and Professional Qualifications:**

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| <b>Education:</b>                 | <ul style="list-style-type: none"> <li>• Master of Business Administration, University of Alberta (1982)</li> <li>• Bachelor of Science Specialization, University of Alberta, (1980)</li> </ul>  |
| <b>Professional Designations:</b> | <ul style="list-style-type: none"> <li>• Certified Organizational Excellence Specialist (2011)</li> <li>• Certified Excellence Professional, Excellence Canada (formerly National Quality Institute) (2004)</li> <li>• Fellow Certified Management Consultant, Canadian Association of Management Consultants (2003)</li> </ul> |

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|                                   | <ul style="list-style-type: none"> <li>• Registered ISO 9000 Specialist, Canadian Association of Management Consultants (1996)</li> <li>• Assessor of Quality Systems, IQA IRCA (1996)</li> <li>• Certified Seminar Leader, ATEC (1993)</li> <li>• Certified Management Consultant, Canadian Association of Management Consultants (1989)</li> </ul>   |
| <b>Professional Affiliations:</b> | <ul style="list-style-type: none"> <li>• Board Member, ISCM Foundation <a href="https://iscmfoundation.org/">https://iscmfoundation.org/</a></li> <li>• Board Member, Global Benchmarking Network (<a href="http://www.globalbenchmarking.org/">http://www.globalbenchmarking.org/</a>)</li> <li>• Executive Team Member, Organizational Excellence Technical Committee (QMD, ASQ) <a href="https://asq.org/">https://asq.org/</a></li> <li>• Member Leader, Chair of Content Management Committee (Leadership) QMD ASQ <a href="https://asq.org/">https://asq.org/</a></li> <li>• Speaker, MacKay CEO Forums, 2017 to present</li> <li>• Past Registered Education Provider for the Project Management Institute (<a href="http://www.pmi.org/">http://www.pmi.org/</a>)</li> <li>• Past Co-Chair, ASQ Canada Conference Committee (<a href="http://conference2017.asqottawa.ca/">http://conference2017.asqottawa.ca/</a>)</li> <li>• Past Chair, Collaborations and Partnerships Committee, ASQ Canada (<a href="http://asq.org/">http://asq.org/</a>)</li> <li>• Past Representative on CMC Canada Committee, working on ISO 20700 Standard for Management Consulting (<a href="http://www.icmca.ca">www.icmca.ca</a>)</li> <li>• Past Director, Community Futures Strathcona (<a href="http://www.cfstrathcona.ca/">http://www.cfstrathcona.ca/</a>)</li> <li>• Member, Vancouver Island Economic Alliance (<a href="http://viea.ca/">http://viea.ca/</a>)</li> <li>• Past External Review Team Member, Premier's Award of Excellence, Government of Alberta (<a href="http://www.gov.ab.ca">www.gov.ab.ca</a>)</li> <li>• Past Judge, Premiers Award for Healthy Workplaces, Alberta Health &amp; Wellness (<a href="http://www.gov.ab.ca">www.gov.ab.ca</a>)</li> <li>• Past Member, Canadian Association of International Development Professionals (<a href="http://www.caids-ccdi.ca/">www.caids-ccdi.ca/</a>)</li> <li>• Past Mentor, Canadian Council for Aboriginal Business (<a href="http://www.ccab.com">www.ccab.com</a>)</li> <li>• Past Chair of Board, Edmonton Common Ground Arts Society</li> <li>• Past Committee Member (award programs): Travel Alberta (<a href="http://www.travelalberta.org">www.travelalberta.org</a>)</li> <li>• Past Member &amp; Committee Member (award program, industry services): Edmonton Capital Region Tourism Partnership (<a href="http://www.tourism.ede.org">www.tourism.ede.org</a>)</li> <li>• Associate Member &amp; Past Director, Alberta Hotel and Lodging Association (<a href="http://www.ahla.ca">www.ahla.ca</a>)</li> </ul> |

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|  | <ul style="list-style-type: none"> <li>• Past Board Member, Greater Edmonton Visitor &amp; Convention Association</li> <li>• Past Judge, Alto Awards, Travel Alberta (<a href="http://www.travelalberta.org">www.travelalberta.org</a>)</li> <li>• Past Judge &amp; Committee Member, National Awards for Tourism Excellence, Tourism Industry Association of Canada (<a href="http://www.tiac-aitc.ca">www.tiac-aitc.ca</a>)</li> <li>• Past Member &amp; Board Member, Institute of Certified Management Consultants of Alberta (<a href="http://www.icmca.ca">www.icmca.ca</a>)</li> <li>• Member, Institute of Certified Management Consultants of British Columbia (<a href="http://www.icmca.ca">www.icmca.ca</a>)</li> <li>• Past Board Member &amp; Operating Chair, Quality Council of Alberta</li> <li>• Associate, Excellence Canada (<a href="http://www.excellence.ca">www.excellence.ca</a>)</li> <li>• Past Public Member, Discipline Tribunal, Certified Management Accountants of Alberta (<a href="http://www.cma-alberta.com">www.cma-alberta.com</a>)</li> <li>• Past Public Member, Canadian Information Processing Society – Alberta (<a href="http://www.cips.ca">www.cips.ca</a>)</li> </ul>   |
| <b>Recognition and Awards:</b>         | <ul style="list-style-type: none"> <li>• Quality and Excellence Builder Award, Quality Council of Alberta, 2005</li> <li>• Fellow Certified Management Consultant, Canadian Association of Management Consultants, 2003</li> <li>• Alto Award for Innovative Marketing, Travel Alberta, 2002</li> <li>• Provincial and National Awards in Synchronized Swimming, 1960-1972</li> </ul>  |
| <b>Recent Conference Presentations</b> | <ul style="list-style-type: none"> <li>• Global Assessment on the Current State of Organizational Excellence, ENAQ Conference, Brazil, 2020</li> <li>• Lessons Learned from Canada and the Global OE Index, Philippine Society for Quality, Philippines, 2020</li> <li>• Building an Organizational Culture Committed to Excellence, QMD ASQ Webinar Series, United States, 2020</li> <li>• First Global Assessment on the Current State of Organizational Excellence, QMD ASQ Webinar Series, United States, 2020</li> <li>• Global OE Index – The Results Are In, World Conference on Quality and Improvement, Fort Worth, Texas, United States, 2019</li> <li>• First Global Assessment on the Current State of Organizational Excellence (interim results) and Organizational Excellence - A Formula for Success, Performance Excellence Conference, Auckland, New Zealand, 2019</li> <li>• First Global Assessment on the Current State of Organizational Excellence (interim results), Global Organizational Excellence Congress, Abu Dhabi, UAE, 2018</li> <li>• First Global Assessment on the Current State of Organizational Excellence (interim results), ASQ World Conference on Quality &amp; Improvement, Seattle, Washington, USA, 2018</li> <li>• Best Practice Sharing from Canada, 2<sup>nd</sup> International Conference on</li> </ul> |

Benchmarking, Iran Benchmarking Network, Tehran, Iran, 2018

- First Global Assessment on the Current State of Organizational Excellence (interim results), ASQ Canada Conference, Ottawa, Ontario, Canada, 2017
- First Global Assessment on the Current State of Organizational Excellence (interim results), ASQ Vancouver Conference, Vancouver. British Columbia, Canada, 2017
- First Global Assessment on the Current State of Organizational Excellence (interim results), The Tenth International Benchmarking Conference and Jianguo Benchmarking Conference, Nanjing, Jianguo, China, 2016
- Organizational Excellence, International Human Resource Management Conference, Victoria, Canada, 2016
- First Global Assessment on the Current State of Organizational Excellence, International Benchmarking Conference hosted by the Dubai Quality Group, Dubai, United Arab Emirates, 2015
- The Evolution of Best Management Practices, Abu Dhabi Police Conference, Abu Dhabi, United Arab Emirates, 2015
- The Entrepreneurial Ecosystem: Evaluating its Effectiveness, Alberta Council of Technologies, 2015
- Incubation and Innovation: If You Can't Measure It You Can't Manage It, Alberta Council of Technologies, 2015
- The Future Consultancy, Working with Organizations to Implement QMS and Benchmark Performance, ASQ Vancouver, Canada, 2015
- Using Organizational Excellence to Further ASQ, ASQ Saskatchewan, 2015
- The Future of Organizational Excellence, Caribbean Institute for Certified Management Consultants, Port of Spain, Trinidad & Tobago, 2014
- Organizational Excellence Framework, A Guide for QMS Practitioners, ASQ Vancouver, Canada, 2014
- Introducing Organizational Excellence in Developing Countries, Canadian Quality Congress, Calgary, Canada, 2013
- Excellence in Canadian Development Cooperation – Quality Management Systems, Canadian Association of International Development Professionals, Ottawa, Canada, 2013
- Organizational Excellence Framework, World Business Capability Congress, Auckland, New Zealand, 2012
- Organizational Excellence Framework, Canadian Quality Congress, Ottawa, Canada, 2012
- Organizational Excellence Framework, 4<sup>th</sup> Annual Management Consulting Business Symposium, Montego Bay, Jamaica, 2012
- Organizational Excellence Framework, Travel Alberta, Canada, 2005 & 2012
- Organizational Excellence Framework, Institute of Certified Management

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|                            | Consultants of Alberta (2009 & 2010) and British Columbia (2010), Canada   |
| <b>Recent Publications</b> | <ul style="list-style-type: none"> <li>• Global Assessment on the Current State of Organizational Excellence, Organizational Excellence Specialists Website, 2021</li> <li>• Collaboration is a Success Factor for Organizational Excellence, Organizational Excellence Specialists Blog, January 21, 2020</li> <li>• Final Report on the First Global Assessment on the Current State of Organizational Excellence, Global Benchmarking Network Newsletter (27), November 2019</li> <li>• First Global Assessment on the Current State of Organizational Excellence, Organizational Excellence Technical Committee open LinkedIn site, April 4, 2019</li> <li>• Quality Management and Organizational Excellence, Organizational Excellence Specialists Blog, April 12, 2018</li> <li>• Management Consulting and Organizational Excellence, Organizational Excellence Specialists Blog, December 8, 2017</li> <li>• Occupational Health &amp; Safety and Organizational Excellence, Organizational Excellence Specialists Blog, December 4, 2017</li> <li>• New Technological Platform for Organizational Excellence, ASQ Quality Management Forum, Fall 2017, Volume 43, Number 3</li> <li>• Building an Organizational Culture that is Committed to Excellence, Global Benchmarking Network Newsletter (23), 2017</li> <li>• Better Than Oil, Organizational Excellence Specialists Blog, March 22, 2017</li> <li>• Interim Results for the First Global Assessment on the Current State of Organizational Excellence, Global Benchmarking Network Newsletter (22), 2017</li> <li>• Organizational Excellence Chapter, Global Encyclopedia of Public Administration, Public Policy, and Governance, Springer International Publishing, October 2016</li> <li>• Must We Keep Reinventing The Wheel?, Organizational Excellence Specialists Blog, August 10, 2016</li> <li>• Ten Benefits of Implementing an Excellence Model, Organizational Excellence Specialists Blog, April 1, 2016</li> <li>• Go Global with Excellence, Organizational Excellence Specialists Blog, January 14, 2016</li> <li>• First Global Assessment on the Current State of Organizational Excellence, Global Benchmarking Network Newsletter (21), 2016</li> <li>• Uniting the Continents Through Excellence, Global Edition, ASQ Quality Management Division, December 2015</li> <li>• New Technological Platform for Organizational Excellence, Global Benchmarking Network Newsletter (19), 2015</li> <li>• Is Your Organization The Best It Can Be?, Organizational Excellence Specialists Blog, September 24, 2015</li> </ul> |

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|  | <ul style="list-style-type: none"> <li>• What is the Current State of Organizational Excellence Around the World, BPIR News, June 28, 2015</li> <li>• Take Part in a 5 Minute Assessment of Your Organization’s Culture, Business BPIR News, February 15, 2015</li> <li>• The Benefits of Organizational Excellence Frameworks, South African Quality Institute, June 2014</li> <li>• Organizational Excellence Specialists, Global Benchmarking Network Annual Newsletter, 2013</li> <li>• Comparison Between the Organizational Excellence Framework and ISO 9001, Lean, &amp; Six Sigma, December 24, 2013</li> <li>• Self-Assessment and Improvement Planning, Organizational Excellence Specialists Blog, July 10, 2013</li> <li>• Organizational Excellence Framework, Organizational Excellence Specialists Blog, July 18, 2013</li> <li>• Creating a Global Framework, October 2013 Edition, Gazeta Global (ASQ)</li> <li>• Development of an Organizational Excellence Framework, The TQM Journal, Emerald Publishing (Volume 25, Number 4, 2013)</li> <li>• Organizational Excellence Framework, Copyright 2010, Dawn Ringrose</li> </ul> |
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**Work History:**

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|-----------------|--|
| <b>Company:</b> | Organizational Excellence Specialists Inc. (Current)   |
| <b>Years:</b>   | 2010 to present  |
| <b>Title:</b>   | Principal  |
| <b>Role:</b>    | Responsible for development and update of the Organizational Excellence Framework publication and accompanying turnkey toolkit and the delivery of related training programs and consulting services across industry sectors and regions |
| <b>Website:</b> | <a href="http://organizacionalexcellencespecialists.ca/">http://organizacionalexcellencespecialists.ca/</a>  |

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| <b>Company:</b> | Dawn Ringrose & Associates Inc. (current)  |
| <b>Years:</b>   | 1992 to present  |
| <b>Title:</b>   | Principal  |
| <b>Role:</b>    | Working with client organizations across industry sectors in the areas of: excellence models, strategic and business planning, marketing, and corporate training |
| <b>Website:</b> | <a href="http://dawnringrose.com/">http://dawnringrose.com/</a>  |

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| <b>Company:</b> | Pannell Kerr Forster |
| <b>Years:</b>   | 5 years, 1987 – 1992 |
| <b>Title:</b>   | Manager              |

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| <b>Role:</b> | Working with clients in the hospitality and tourism sector on engagements such as: strategic and business planning, marketing and financial feasibility studies, tourism opportunity analyses, tourism generator studies, destination area studies, business valuations, and operational reviews. |
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| <b>Company:</b> | Deloitte Haskins and Sells   |
| <b>Years:</b>   | 3 years, 1984-1987   |
| <b>Title:</b>   | Senior Consultant  |
| <b>Role:</b>    | Working with clients across sectors on engagements such as: organizational and program reviews, staffing requirements, policy and procedure manuals, job descriptions, executive search, records management, and information technology. |

**Statement of Experience and Ability:**

**Dawn Ringrose** has consulted to management in areas that positively contribute to organizational performance since 1984. Functional areas of specialization include: excellence models, strategic and business planning, marketing, and corporate training. She has worked across the public, private, and non-profit sectors with small, medium, and large size organizations. Dawn has earned a solid reputation for her consulting work and is highly regarded for her hands-on practical approach and clear communication style.

Dawn has also served as a Board member with a variety of professional and industry associations, as a Public Member for two professional associations, and as a Judge of prestigious provincial, national and international award programs. She has been recognized by her peers with the Fellow Certified Management Consultant designation and with awards including the Quality & Excellence Builder Award and the Alto Award for Innovative Marketing. She currently serves as a Board Member, Global Benchmarking Network; Executive Team Member, Organizational Excellence Technical Committee QMD ASQ; Board Member, ISCM Foundation.

In 2010, Dawn authored a publication entitled the Organizational Excellence Framework (OEF). The OEF integrates leading global excellence models and provides implementation guidelines for the user. She has also authored an accompanying toolkit that includes: scenario games, holistic and modular workshops, automated assessment and reporting tool, train-the-trainer program and global OE index. The automated assessment and reporting tool has been used to conduct the inaugural ‘first global assessment on the current state of organizational excellence’ that was launched by the Organizational Excellence Technical Committee QMD ASQ and has been supported by the Global Benchmarking Network, International Academy for Quality and ISO Technical Committee 176. This study was completed April 4, 2019 and continues today. The most current report is published at <https://organizationalexcellencespecialists.ca/workshops-events/global-oe-index/> and more in-depth reports are available by contacting the author.

Dawn has published on the Organizational Excellence Framework in a Chapter for the Global Encyclopedia of Public Administration, Public Policy, and Governance (Springer International Publishing in Switzerland); a paper for The TQM Journal (Emerald Publishing in the United Kingdom); articles for the Global Benchmarking Network (headquartered in Germany), Business Process Improvement Resource (BPIR News in New Zealand), Centre for Organizational Excellence Research (New Zealand), Quality Management Division ASQ (United States), and South African Quality Institute; and blogs on the website of Organizational Excellence Specialists.