

PAT LYNCH, Ph.D.

Long Beach, CA 90815
E-mail: Pat@Pat-Lynch.com

www.Pat-Lynch.com
www.PublicSafetyInsights.net

PROFESSIONAL EXPERIENCE

- 2017-2019 *Contractor/Subject Matter Expert*, International Association of Fire Chiefs
Chantilly, Virginia
- Helped develop and implement a web-based training program for administration for volunteer fire departments
- 2017-present *Associate*, Emergency Services Consulting International
Wilsonville, Oregon
- Co-developed a new product: succession management for first responder agencies
 - Work on a variety of client projects
- 2008-2018 *President*, Business Alignment Strategies, Inc.
Long Beach, California
- 2004-2018 *Principal*, HR Value
Long Beach, California
- 2001-2011 *Panel Member*, Human Resource Certification Institute (HRCI)
Alexandria, Virginia
- Wrote items for the HRCI's national certification exams
 - Served as item reviewer for national and state certification exams
- 2000-2008 *Faculty member and curriculum designer*, Los Angeles County Learning Academy, California
- Designed curricula and facilitated workshops for a two-day performance measurement and evaluation program for all levels of County management (thousands of individuals trained).
 - Designed curricula and taught modules in various levels of programs for County employees (e.g., staff, management, executive). Module topics included strategic human resource management, persuasion and negotiation, performance management, selection measures, employment interviews, appreciative inquiry, process assessment, performance-based statement of work, qualitative research methods, train-the-trainer (for trainers and non-trainers).
- 1996-2004 *Associate Professor*, California State Polytechnic University, Pomona (2001-2004)
Assistant Professor, California State University, Long Beach (1996-2001)
- Taught upper division classes in human resource management, including compensation, labor relations, training and development, staffing, performance appraisal, survey of human resource management, and diversity. Taught graduate seminar in human resource management.

- 2000-2001 *Project Manager*, Balanced Scorecard Project, Division of Administration and Finance, California State University, Long Beach.
 - Managed the development, implementation, and evaluation of a pilot balanced scorecard program that included thirteen teams representing all areas of the Division, including the campus police, facilities, trades, capital planning, custodians, technology, and financial management departments.
- 1990-1996 *Graduate Research/Teaching Assistant*, Beebe Institute of Personnel and Employment Relations, Georgia State University, Atlanta, GA
 - Assisted faculty members in their research. Taught undergraduate and graduate classes in human resources, including staffing, employment law, and labor relations.
- 1985-1992 *Arbitrator*, New York Stock Exchange
 Memphis, Tennessee and Atlanta, Georgia
 - Arbitrated securities-related disputes for the New York Stock Exchange.
- 1979-1990 *Senior Financial Analyst*, FedEx Corporation
 Memphis, Tennessee
 - Worked in various capacities in the Finance and Treasury Divisions during the company's rapid growth years, including in the following departments: Cash Management, Debt Financing, Equity Financing, Mergers and Acquisitions, Corporate Finance, and Financial Planning.

REPRESENTATIVE CONSULTING EXPERIENCE

My Input

Develop a succession management and implementation process
 (Public sector clients)

Develop an organizational strategy and an implementation plan
 (Public and private sector clients)

Design needs-based curricula for professional development
 (Public and private sector clients)

Coach executives
 (Public and private sector clients)

Client Outcomes

Ability to develop talent systematically throughout the organization so there is a readily available, qualified pool of candidates to fill critical positions as they become vacant

Ability to set a clear direction for the organization, align programs and processes with goals, engage stakeholders, and measure progress and achievement

Increased productivity and employee effectiveness

Increased organizational and personal productivity, accelerated achievement of personal and organizational goals and objectives, and improved overall effectiveness

My InputClient's Outcomes

Design performance management systems
(Public and private sector clients)

Ability to help employees be fully successful; increased productivity due to reduced need for managers to micromanage employees; and buy-in from employees who perceive that the system is fair

Identify and define core values
(Public sector clients)

Ability to articulate a clear vision and to identify specific expectations for behaviors and outcomes at all levels of the organization

Evaluate an employee disciplinary system
(State agency)

Ability to implement an effective, objective, defensible disciplinary system

Develop a stakeholder complaint process
(Public sector client)

Ability to demonstrate to stakeholders that the complaint process is fair and timely; executives spend more time managing and less time addressing complaints

Write HR audit implementation plan
(Public sector client)

Increased level of accountability to stakeholders, identification of specific actions to remedy deficiencies, ability to demonstrate progress and achievement of designated outcomes

Consult on employee relations issues
(Public and private sector clients)

Seamless customer service due to increased team effectiveness and productivity

Mediate workplace disputes
(Public sector clients)

Retention of good, productive employees, decreased stress in the workplace, avoidance of costly litigation

RELEVANT VOLUNTEER CONSULTING EXPERIENCE

- 2016-2017 *Company Officers Section, International Association of Fire Chiefs (IAFC)*
- Assisted in developing the Section's succession management report by sharing my expertise and providing my intellectual property; coaching and collaborating with other committee members; advising the project's manager; educating committee members about the succession management process; identifying and obtaining permission from chiefs from two departments to include their plan documents in the report; assisting in drafting the report; and reviewing the draft report in preparation for its submission to the IAFC Board for final approval, which was granted in June 2017. The document was rolled out at the Association's annual conference, Fire-Rescue International, in 2017.

- 2015-2016 *Company Officers Section, International Association of Fire Chiefs (IAFC)*
 - Assisted in developing the new Section's strategic plan by sharing my expertise and providing my intellectual property; coaching other committee members; advising the project's manager; educating committee members about the strategic planning process and options; assisting in drafting the strategy document; and reviewing the draft document in preparation for its submission to the IAFC Board for final approval, which was granted in 2016.

REPRESENTATIVE PRESENTATIONS AND SPEAKING ENGAGEMENTS

- "The Fire Service of Tomorrow: What Does it Look Like and Who Will the Leaders Be?," presentation (with Chiefs Kurt Latipow, Frank Frievalt, Dan Munsey) for the *Fire Districts Association of California annual conference* (Napa, April 2019)
- "Moving Forward after a Merger: Building a High Performance Agency," presentation (with Chief Kingman Schuldt) for the International Association of Fire Chiefs annual *Fire-Rescue International conference* (Charlotte, July 2017)
- "Succession Planning - It's not Optional, it's the Right Thing!" presentation (with Chief Steve Prziborowski and Captain Randall Hanifen) for the International Association of Fire Chiefs annual *Fire-Rescue International conference* (Charlotte, July 2017)
- "The Executive and Labor Leadership Team = The 'Success' in Succession," presentation (with Chiefs Kurt Latipow and Mark Clayton, Captain Brian Federmann) for the *League of California Cities Fire Chiefs Section* annual conference (Monterey, November 2016)
- "Developing Leaders from Within," presentation (with Chief Jack Snook) for the IAFC Volunteer and Combination Officers Section annual *Symposium in the Sun* conference (Clearwater Beach, November 2016)
- "The Why and How of Succession Planning and Implementation," presentation (with Chiefs Kurt Latipow and Steve Prziborowski) for the *California of Fire Chiefs Association* annual conference (Sacramento, October 2016)
- "Succession: The Achilles Heel of City Government," presentation (with Chiefs Kurt Latipow and Steve Prziborowski, City Manager Dominic Lazzaretto) for the *League of California Cities* annual conference (Long Beach, October 2016)
- "Are You Prepared? Emergent Skills for Fire and Rescue Leaders," presentation for the International Association of Fire Chiefs annual *Fire-Rescue International* conference (San Antonio, August, 2016)
- "Stop the Insanity of Public Safety Conversations: Change the Context," presentation for the International Association of Fire Chiefs annual *Fire-Rescue*

International conference (San Antonio, August, 2016)

- “Succession or Lack Thereof: The Achilles Heel of Public Safety,” presentation (with Chiefs Kurt Latipow, Steve Prziborowski, Dena Paschke) for the International Association of Fire Chiefs annual *Fire-Rescue International* conference (San Antonio, August, 2016)
- “Adaptive Leadership Roles for a Dynamic Environment,” presentation for the International Association of Fire Chiefs annual *Fire-Rescue International* conference (Atlanta, August 2015)
- “How to be Political without Being a Politician,” presentation (with Chief Kingman Schuldt) for the International Association of Fire Chiefs annual *Fire-Rescue International* conference (Atlanta, August 2015)
- “Promote, Advance, and Lead by Becoming Comfortable with Your Discomfort,” presentation for the *International Association of Women in Fire and Emergency Services Leadership* annual conference (Atlanta, August 2015)
- “Versatility Skills: Critical Success Factors for Fire and Rescue Leaders,” webinar for the *International Association of Fire Chiefs* (June 2015)
- “Creating a Community of Advocates for Public Safety: The Role of Administrative Fire Services Professionals,” workshop for the *California Fire Chiefs Administrative Fire Services Section* annual conference (Lake Tahoe, April, 2015)
- “How to Ensure Your Surveys are Tools for Enabling Excellence,” presentation for the *Center for Public Safety Excellence’s* annual Excellence conference (Orlando, March 2015)
- “How to Write a Compelling Annual Report,” webinar for the *International Association of Fire Chiefs* (February 2015)
- “Keys to Implementing an Effective Succession Process,” presentation for the International Association of Fire Chiefs’ annual *Fire-Rescue International* conference (Dallas, August 2014)
- “How to Create a Community of Advocates for Public Safety,” presentation for the International Association of Fire Chiefs’ annual *Fire-Rescue International* conference (Dallas, August 2014)
- “Survey Mastery: How Satisfied are Your Stakeholders? Are You Sure?,” presentation for the International Association of Fire Chiefs’ annual *Fire-Rescue International* conference (Dallas, August 2014)
- “Wicked Problem: Political Acumen,” webinar (with Chief Kingman Schuldt) for the *International Association of Fire Chiefs* (July 2014)

- “Impressing the Community and Rallying Key Support,” presentation for the *Ontario Association of Fire Chiefs* annual conference (Toronto, May 2014)
- “Relationship Interoperability: How to Excel at the Human Side of Operational Effectiveness,” webinar for the *International Association of Fire Chiefs* (January 2014)
- “Survey Secrets: How to Dramatically Increase the Effectiveness of Your Surveys,” workshop for the *Port of Long Beach, CA* (January 2014)
- “Are You Optimizing Your Effectiveness? How Does Your Community Know?,” workshop for the International Association of Fire Chiefs’ annual *Fire-Rescue International* conference (Chicago, August 2013)
- “Impressing the Community and Rallying Key Support,” webinar for the *International Association of Fire Chiefs* (June 2013)

SELECTED PRACTITIONER PUBLICATIONS

- Lynch, P. (2013). *How to Create a Community of Advocates for Public Safety*. Self-published booklet.
- Lynch, P. (2013). *Survey Says...: The Professionals’ Guide to Great Surveys*. Self-published booklet.

The articles listed below were published in *On Scene*, the semi-monthly magazine published by the International Association of Fire Chiefs.

- April 2015: “3 Techniques for Writing a Compelling Annual Report”
- September 2014: “How to be Political without Being a Politician” (with Chief Kingman Schuldt)
- June 2014: “Relationship Excellence: The Key to Keeping Everyone Safe”
- May 2014: “Relationship Excellence: Community and Culture”
- April 2014: “Relationship Excellence: 9 Steps to Providing Relationship Leadership”
- March 2014: “Relationship Excellence: 9 Cutting-edge Steps to Building Trust”
- February 2014: “Relationship Excellence: 9 Tips that Prepare You to Excel”
- December 2013: “From Problems to Possibilities: 7 Tips for Focusing on Opportunities”

- August 2013: “Using Social Media in Fire and EMS”

EDUCATION AND PROFESSIONAL ACHIEVEMENTS

- *Ph.D.* in Personnel and Employment Relations (human resources, labor relations, organization behavior; minor in employment and labor law)
Georgia State University, Atlanta, GA
- *MBA* in Economics
University of Memphis, Memphis, TN
- *B.A.* in Sociology
Smith College, Northampton, MA
- Certified instructor in Pritchett Change Management courses
- Certified business ghostwriter

MEMBERSHIP IN SELECTED PROFESSIONAL ORGANIZATIONS

- International Association of Fire Chiefs
- International City/County Management Association
- American Psychological Association
- Academy of Management
- Society for Human Resource Management

RELEVANT VOLUNTEER WORK

- Co-founder and President, Long Beach Fire Professional Development Foundation
- American Red Cross, Los Angeles Region, Long Beach, CA
 - Disaster Action Team responder since 2013; team leader since 2014
 - Greater Long Beach office serves 44 cities, the Ports of Long Beach and Los Angeles, and Catalina Island
 - Received the Greater Long Beach chapter’s Neill Allgood Outstanding Disaster Volunteer of the Year leadership award in 2016
 - Received the President’s Volunteer Service Award in 2015 and 2016
- Community Emergency Response Team (CERT), Long Beach, CA
Member of local CERT organization since 2013