

## **Hal S. Richman, Ph.D.**

### **Selected Business and Project Experience**

Dr. Hal Richman helps organisations by:

- Specifying and evaluating learning and capacity development.
- Developing the capacity of donors in international development to manage for development results (MfDR).
- Developing organizational capacity to manage learning and performance.

He has provided services to provincial and federal governments in Canada, the Republic of Macedonia, the Kingdom of Bahrain and Sri Lanka. He has also served inter-governmental organisations (the United Nations Development Programme), IFI's (Asian Development Bank), bi-laterals (Swiss Agency for Development and Cooperation, Canadian International Development Agency, SNV), not-for-profits (RTI International, the Wellcome Trust), systems of higher education (the University of North Carolina, Yale University School of Nursing) and corporations (Citicorp, Health Care Partners).

Dr. Richman's current focus is on ***developing donor capacity for Managing for Development Results (MfDR)*** and ***impact and process evaluations***. Examples of the work include:

Managing for Development Results:

- Harmonisation of results reporting for the Swiss Agency for Development and Cooperation (SDC)
- Consulting, training and presentations on results based management, including four ministries in the Government of Sri Lanka (ADB) and Public Works Government Services Canada (Atlantic)

Evaluation:

- A five year evaluation for the Canadian International Development Agency in Bosnia-Herzegovina
- Evaluations for organisations across multiple sectors such as Capital Health (Halifax, NS), the Government of Macedonia, CIDA
- Development of a Methodology that provides a variety of stakeholders with a roadmap in addition to rigorous methods and tools for specifying and evaluating capacity development and learning

He is now working in close collaboration with Goss Gilroy Inc. (Ottawa, ON, Canada) to implement a Methodology to link investments in training and development to organisational results. This Methodology provides a variety of stakeholders with a roadmap in addition to rigorous methods and tools for specifying and evaluating learning, training and development.

Dr. Hal Richman's work with organizations such as the United Nations Development Programme (UNDP), SNV (Dutch development agency), RTI International and the Center for Creative Leadership focuses on ***developing organizational capacity to manage learning and performance***. During his seven years of work with the UNDP Office of Human Resources and the Learning Resource Centre he worked on a variety of learning initiatives, including the Results Competency Assessment and procurement of the LMS. Dr. Richman has also been retained for capacity development missions to UNDP CO Bahrain and UNDP CO Timor-Leste.

Besides making practical recommendations and managing an incredible amount of detail, Hal has the ability to “think outside the box”. Because of his ability to look at any problem with a new set of eyes, and from several perspectives, people come to him to solve things, to start things, and to run things. Clients sense the value of his wide range of experience-based skills and trust his ability to come up with practical, innovative solutions.

### **Employment History:**

Productivity Solutions Corporate Consulting Inc. – October 1993 to present

### **Education**

B.A. with High Distinction, University of Rochester, 1968 (Political Science)

Ph.D. in Political Science, University of North Carolina at Chapel Hill, 1976

**Languages** – English, fair reading knowledge of French

**Country Experience** – Bahrain; Bosnia-Herzegovina; Indonesia; Republic of Macedonia; Sri Lanka; Timor-Leste

### **Associations**

Canadian Association of Management Consultants 1996-2006

### **Publications and Speaking Engagements**

Hal Richman was invited to deliver a keynote address by the Bahrain Institute for Public Administration in April 2010 on his Methodology for specifying and evaluating learning, training and development.

In the spring of 2006, Dr. Hal Richman and Bill Wiggernhorn co-authored an article for CCL/Wiley’s Leadership in Action titled “Hatching a Plan: Developing Leadership Talent in Emerging Markets”. The article takes a look at some actions that organisations operating in emerging markets can take to strengthen their leadership pools, such as providing trained mentors and coaches to correct specific gaps in competencies, and looking in different places for emerging leaders. The article also presents best practice examples from corporations such as GE and Motorola.

### **Background and Contact Information**

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# Sample Projects

## Impact and Process Evaluation

### **Client: Emergent Futures Consulting Inc.**

Function: Evaluation of Open Space Technology Training at Capital Health  
March – August 2009

Capital Health is Nova Scotia's largest provider of health services. With an operating budget of almost \$800 million, they serve the 400,000 residents of the district and provide specialist services to the rest of Nova Scotia and Atlantic Canada.

Donna Clark from Emergent Futures Consulting Inc. delivered a series of "train the trainer" training sessions in 2009 for Open Space Technology (OST) as part of the organisational transformation initiative at Capital Health. Emergent Futures retained Hal Richman to conduct a third party evaluation of the training results and impacts on the organisation. The evaluation process included surveys, focus groups and key informant interviews.

The innovative aspect of this evaluation was taking a hard edged, results based approach to a "soft" area like OST. The survey and focus group findings supported the catalyst effects of OST training on communication, attitudes and work culture and provided Emergent Futures will actionable information for using Open Space Technology to drive organisational results.

### **Client: Canadian International Development Agency (CIDA) (Canada)**

Function: Monitoring and Evaluation of E-Learning and Knowledge Network Program for Bosnia-Herzegovina  
March 2003 – August 2008

Goss Gilroy Inc. (Ottawa, Canada) and Productivity Solutions Inc. (Stillwater Lake, Nova Scotia) were awarded a five year contract by the Canadian International Development Agency (CIDA) to conduct a Project Review and Evaluation for the E-Learning and Knowledge Network Program for Bosnia-Herzegovina. This project involves capacity building in all aspects of learning design and delivery for the E-NET Centar at the University of Sarajevo, as well as capacity building and training for key sectors such as municipal management and judicial management.

This assignment involves the application of a formal evaluation framework to the numerous outputs, outcomes and impacts of the initiative (based in Sarajevo), including detailed needs assessments and baseline studies. This initiative utilizes Hal Richman's business development expertise in eLearning to complement the senior evaluation team.

### **Client: The State Authority for Geodetic Works (Kumanovo, Republic of Macedonia)**

Function: Monitoring and Evaluation of Land Registration Pilot Project  
September 2006 – November 2006

The Government of the Netherlands provided support for a pilot project for land registration in Kumanovo, Republic of Macedonia. This was a pilot and a 'model' demonstration office to develop and test methodologies and procedures that could be replicated under a national program funded by the World Bank. Hal Richman was contracted to conduct a Performance Audit in order to provide independent examination

and assessment about the implementation, outcomes, effectiveness, efficiency and economy of the pilot project.

The assignment also included advisory services for education and training in results based management and guidelines for implementation of monitoring and evaluation systems in the demonstration office in Kumanovo.

## **Managing for Development Results**

### **Client: Swiss Agency for Development and Cooperation (SDC)**

Function: Stock taking, preparation of an international workshop and the elaboration of guiding principles regarding results reporting by donor agencies

January 2010 – May 2010

This initiative has been undertaken by SDC (as a contribution to the Global Partnership for MfDR) to address the following issues and trends:

- For many donors results reporting (in particular for the public) is new and the number of donor countries publishing such reports is increasing.
- It is very important to have coherent approaches to the measurement and monitoring of outcomes towards MDG targets.
- Public debate on aid effectiveness (internationally, in donor countries) and decisions on budgets are a key aspect of results reporting by donors.
- There are opportunities of coordination or collaboration among donors in undertaking and harmonising results reporting.

The workshop for this project will be held with a number of donors in April 2010 in Geneva, to be followed by the development of guiding principles for results reporting.

### **Client: Asian Development Bank**

Function: Consulting in Results Based Management for the Government of Sri Lanka  
March 2009 – July 2009

The Asian Development Bank (ADB) is currently undertaking a special program of capacity-building for Sri Lanka under its Managing for Development Results Program (RETA 6306). Assessments have been conducted of the readiness of four ministries to adopt a more results focused approach (Ministry of Highways, Ministry of Agriculture and Agrarian Services, Ministry of Plan Implementation and Water Board).

Part of the process has involved the articulation of capacity development plans, including the conceptual design and terms of reference for information systems, to address the capacity gaps identified in the regional assessments.

Hal Richman was asked to join the project team for the mission held March/April 2009 to assist the four ministries in developing their results based management framework, provide training and coaching in the principles of results based management and specify various IT based capacity development initiatives. Hal also helped introduce the Program Activity Architecture (PAA) from Treasury Board of the Government of Canada to the central planning ministry. The PAA helps Government roll-out and manage high level results from agencies and departments by requiring them to link their program activities to strategic results.

### **Client: Public Works Government Services Canada (Atlantic Region)**

Function: Consulting, Training and Facilitation in Results Based Management

April 2009 –May 2009

Public Works Government Services Canada (PWGSC - Atlantic Region) has a need to make their regional business plan objectives more measureable and coach/train staff in the theory and practice of results based management/monitoring and evaluation to do this.

Based on his track record with results based management and familiarity with the Program Activity Architecture (PAA) from the Government of Canada, Hal was requested to provide consulting, training and facilitation services in preparation for the retreat held May 2009 with the regional leadership team. This successful retreat led to the clarification of goals and objectives and a collaborative definition of the outputs for each strategy.

## **Capacity Development – Learning, Training and Development**

### **Client: Bank Danamon (Indonesia)**

Function: Develop Learning Architecture for Microfinance; Define Terms of Reference For Performance Management; Design Request For Proposals (RFP) For Learning Management System (LMS)  
January 2008 – April 2008

Bank Danamon has over 20,000 staff with offices across Indonesia. Danamon's microfinance division provides 320,000+ wholesale and retail customers with secured and unsecured loans which accounted for 25% of the bank's net profit in 2007. The business challenges facing the microfinance division include sustaining business results, gaining 10% market share, attracting, hiring and retaining the right people, and rapid ramp-up and replication of on-boarding. Dr. Richman developed the learning needs analysis for training the microfinance unit managers using a methodology that forges a direct link between learning and performance.

As well, he produced comprehensive terms of reference for enhancing the bank's performance management system, and worked with IT to develop a detailed RFP for a learning management system to support performance management, competencies and learning.

### **Client: Wellcome Trust via RSM Robson Rhodes (London, UK)**

Function: Marketing Analysis and Product Design for Online Learning  
November 2006 – January 2007

The Wellcome Trust is an independent research-funding charity, established under the will of Sir Henry Wellcome in 1936 with an endowment of around £15 billion.

The Trust wished to make a leap forward in terms of scope, depth and impact of their world-wide learning product offerings. Given his extensive background in health, international development and learning, Dr. Richman was invited to join the consulting team and assist the Trust in revising the strategic direction of their learning division.

The work included an assessment of world-wide value networks (NGOs, ministries of health, WHO, health education institutions) for disease areas such as dengue fever and malaria in which the Trust is active. Dr. Richman's contribution focused on designing new approaches and products that support learning and knowledge management for doctors,

nurses, ministries of health, clinical officers and community health workers world-wide. His special contribution was introducing the concept of performance support and continuous learning to complement training activities, as well as the use of innovative delivery methods such as mobile learning.

**Client: United Nations Development Programme Country Office Timor-Leste (New York City, NY, USA)**

Function: Human Resources Monitoring, Evaluation, & Learning Needs Analysis  
February 2006 – May 2006

Hal Richman and associate Jessie Combre (with a combined total of 25 years working in the UN system) undertook an assignment in the UNDP country office in Timor-Leste focused on an evaluation of the learning and development needed to improve leadership and staff performance.

Through document review, interviews and focus groups they asked (and answered) the following questions:

- Over the next three years, what demands will arise in a changing development environment, and how will these demands affect future office performance and staff competency requirements, given today's realities?
- How do we create an environment where all staff members see their individual results and competency development linked to the Corporate and Country Office strategic goals, as well as their own career development?
- What factors might negatively impact performance, and how can they be addressed? Issues might include: supervisory practices (e.g., performance management), staff morale, incentives, access to assistance from co-workers and other UN affiliates, availability of software tools and technology, etc.

Their recommendations included a series of leadership and competency development initiatives to create an *enabling environment for performance and learning*. They saw that the role of learning and development is first, to create a safe, effective environment for learning and performance based on leadership, trust, respect, effective communications and teamwork.

**Client: Human Resource Development Canada – Office of Learning Technologies (Ottawa, Canada)**

Function: Business Architecture: Development of Training Evaluation Tools  
June 2001 – March 2005

Human Resource Development Canada provided funding of \$249,834 through the Office of Learning Technologies, to the Nova Scotia Technology Training Council for a project entitled Online Performance Evaluation and Learning Support (OPELS).

OPELS is a hosted web application that provides a secure, on-line feedback/reporting system to track the impact of training on productivity and performance. The system includes simple templates for defining what learners expect to do differently after training, what managers expect the impact to be on business outcomes, feedback from learners, managers and peers in the work process, and the presentation of on-line reports.

Hal Richman was one of the key designers of the requirements for this initiative and served as a senior management consultant in the conduct of the study.

**Client: SNV (The Hague, Netherlands)**

Function: Organisational Learning Needs Analysis

June 2004 – August 2004

SNV is a Netherlands-based, international development organisation that provides advisory services to nearly 1800 local organisations in over 30 developing countries to support their fight against poverty. SNV is dedicated to a society where all people enjoy the freedom to pursue their own sustainable development. Their advisors contribute to this by strengthening the capacity of local organisations.

Hal Richman and long time associate Gunnar Bruckner were asked to develop a learning needs assessment for head office at The Hague and the twenty-six country offices. This initiative involved a multi-pronged approach that included document review, on-line surveys, interviews and focus groups.

The recommendations included:

- Team Learning - Strengthen team learning practices. Share outcomes of team learning with other teams, countries, knowledge networks.
- Coaching - Involve senior advisors and practice leaders in the coaching process, and pay a lot of attention to coaching and leadership skills for people management. Make coaching principles a basis for all the work being done which aims at improving and developing the performance of all staff of SNV.
- Knowledge Management and Learning – Link knowledge management and learning via an experience marketplace. Create access to the rich experiences that exist in SNV and provide and share better documentation of experiences in a way that can be made relevant and be re-used.
- Outward Focus - Create ways, means and practices to link SNV experiences, knowledge and learning practice with the outside world; involve clients much more in learning activities of SNV.
- Internet Access and ICT Support - Internet access is the precondition for improving learning on demand. Create access to the Internet for as many staff as possible. Use on-line communications to support informal learning.

As a result of this assessment SNV is now able to detail the scope and costs of learning and training operations worldwide. The innovative aspect of this work was the consulting team's ability to extract a rich set of stories from a wide variety of staff members to support the emerging learning strategy.

**Client: United Nations Development Programme (New York City, NY, USA)**

Function: Training Design and Delivery

March 2003 – January 2004

Hal Richman and his team assisted the Learning Resources Centre with a variety of tasks related to the implementation of the Peoplesoft Enterprise Resource Planning (ERP) system, including:

- Assist with design of the overall training strategy

- Manage, facilitate and provide trainer assistance for worldwide web-based training sessions prior to the ERP implementation
- Manage and facilitate web-based training sessions in ICT literacy for the 135+ country offices around the globe in English, French and Spanish, including instructional design and coaching services for the trainer

**Client: United Nations Development Programme – UNDP (New York City, USA)**

Function: Learning Design and Implementation

March 2002 - March 2003

In 2002-2003, Hal Richman and his team were requested to design and implement “blended learning” to support the world-wide roll-out of the Results Competency Assessment (RCA) at the United Nations Development Programme. The RCA aligns individual performance planning and staff assessment with greater attention on individual results, knowledge sharing, feedback and learning.

The objective was to train over 5,000 staff members in over 145 country offices in the principles and use of the new RCA. The creative solution that Hal Richman and his team developed included:

- CD-ROM training modules to provide “just-in-time” learning and performance support for the RCA. Hal Richman’s team provided instructional design, editing, graphics design and production of the material using the UNDP standard, Click2Learn.
- PlaceWare sessions that allowed several offices at once to see and hear a Powerpoint presentation on the RCA, engage in question and answer dialogue with the presenter and take a tour of the Intranet for other learning and performance support resources. These sessions were recorded and made available for off-line viewing by other country offices and Headquarters units.
- A repository of questions and answers from face-to-face briefings and PlaceWare sessions were stored on an Internet-based FAQ application permitting staff to ask questions and give comments at any time. .

This blended learning approach enabled UNDP to roll-out the RCA to a large group of people world-wide in a relatively short period of time for significantly less cost than traditional training.

**United Nations Development Programme (New York City, NY, USA)**

Function: Learning Design

June 2002 – December 2002

Hal Richman and his team designed and developed a series of CD-ROM modules for UNDP’s Learning Manager Network to support the needs assessment of learning requirements and the development of whole office and individual learning plans. Hal’s team provided services in instructional design, development of original materials, editing, graphics design and production.