

Dr. Thomas D. Cairns

Graduate School of Business and Management
Azusa Pacific University
Azusa, California 91702

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EDUCATION AND TRAINING

Nova Southeastern University, Ft. Lauderdale, FL., 1991-1996

DBA in Human Resource Management, 1996, Area of Specialization: Human Resource Management
Dissertation: Hersey and Blanchard's Situational Leadership Theory: A Study of the Leadership Styles of Senior Executives in Service and Manufacturing Businesses of A Large Fortune 100 Company,
Overall GPA: 3.78/4.0

MS in Human Resource Management, 1990, Overall GPA 3.9/4.0

Rider University, Lawrenceville, NJ, 1972

BS in Commerce, concentration in Industrial Relations

Six Sigma Certification, General Electric Company

Change Acceleration Process, GE Management Development Institute, Crotonville, NY

Positive Management Leadership Program, GE, Atlanta, GA

Workout, GE Management Development Institute, Crotonville, NY

Advanced Human Resources Management Program, GE Management Development Institute, Crotonville, NY

Predictive Index®, Praendix, Atlanta, GA

High Performance Systems – Master Instructor Certification, Belgard, Fisher, Raynor, Inc., Portland, OR

AWARDS AND HONORS

US Fulbright Scholar Award in Business Administration, National University of Ireland at Maynooth, 2013-2014

Nova Southeastern University, Distinguished Academic Achievement

TEACHING EXPERIENCE

Associate Professor Post Graduate: Young Executive Master of Arts in Management (YEMAM) and Traditional Master of Arts in Management and Online Master of Arts in Management, Azusa Pacific University, 2010 - Present

- Design traditional and online curriculum, develop and deliver classroom and online lectures, conduct field experience
- Courses taught: Human Resource Management, Human Resource Development, Teamwork and Conflict Resolution, Organizational Behavior. Current Issues in Business, Corporate/Organizational Leadership, Management in a Worldwide Organization and Master's in Project Management

Guest Lecturer, The Kings University, Master of Divinity program, Los Angeles, 2001 to present

Adjunct faculty, Southeastern University, College of Business and Legal Studies, Post Graduate, 2007 to 2008

- Online courses taught: Human Resource Management and Organization Behavior
- Classroom courses taught: Leadership, Master of Ministerial Leadership

Adjunct faculty, Nova Southeastern University, H. Wayne Huizenga School of Business and Entrepreneurship Post Graduate, 2007 to 2008 (previous 1991-1995)

- Classroom courses taught: Human Resource Management from 1991 to 1995
- Online courses taught: Human Resource Management, 2007 to 2008

Adjunct Faculty, Trinity College, Miami, Florida, Undergraduate

- Classroom courses taught: Human Resource Management, 1994 to 1995

PROFESSIONAL AND COMMUNITY ACTIVITIES

Member, Society for Human Resource Management

Editorial Advisory Board, Employment Relations Today, 2006 to Present

Member, President's Advisory Council, Nova Southeastern University, 2011 to present

Board of Trustees, The Kings University, Van Nuys, CA., 2001 to 2011

Accreditation Commissioner, Transnational Association of Christian Colleges and Schools, 2003 to 2005

Board of Directors, Workplace Hollywood, Los Angeles, CA., 2001 – 2004

Board of Directors, Teen Challenge, Ft. Lauderdale, FL., 1991-1995

Career Expert, Career Rocketeer, January 2012 to Present

Member, American Society of Training and Development, 1992 – 1998

PRESENTATIONS AND PUBLICATIONS

What Will Tip the Scales for Flexible Work Arrangements—Motivation or Collaboration?" Employment Relations Today, Vol 40, Issue 2, 2013

“Overcoming the Challenges to Developing an ROI for Training and Development” Employment Relations Today, 2012

Interviewed by Peter Clayton, Total Picture Radio, July 4, 2012 internet podcast “Declare Your Independence from Job Search Oblivion: Job Search Secrets with Career Expert, Tom Cairns.
<http://www.totalpicture.com/career-podcast-interview-channels/career-strategy-interviews/1319-how-you-can-make-sure-your-resume-gets-seen-by-a-human-being.html>

"Government Censorship – A Way to Regulate Commerce," in China: Doing Business in the Middle Kingdom, edited by Stuart Strother, Business Expert Press, 2012

Guest Lecturer, The Kings University, Los Angeles, CA, Leadership and Conflict Resolution, Master of Divinity program

"Help Recruiters Get to Know the Real You", CareerRocketeer.com, Career Expert Blog, March 23, 2012

"Preparing for a Job Interview is Batting Practice", CareerRocketeer.com, Career Expert Blog, February 25, 2012

Speaker at Nova Southeastern University's Team 2020 Celebration, "Living NSU's Core Value of Integrity", February 8, 2012

"Why You Need an Out of the Blue Network", CareerRocketeer.com, Guest Career Expert Blog, January 6, 2012

My Leadership Journey: From Obscurity to the White House, Azusa Pacific University Speaker Series, September 20, 2011

"How to Make the Most of Chance Encounters", CareerRocketeer.com, Career Expert Blog, August 7, 2012

"How to Find Qualified Job Candidates", CareerRocketeer.com, Career Expert Blog, August 7, 2012

"Who's Up Next? Most Companies Fail to Plan for Leadership Succession" Employment Relations Today, July 19, 2011, Vol. 38, Issue 2

"The Supply Side of Labor: HR Must Be Ready to Steer Organization to the Future" Employment Relations Today, October 19, 2010, Vol. 37, Issue 3

Guest Expert, Career Rocketeer, leading career search and personal branding blog, 2010 to Present (over 20 blog topics)

Guest Expert, Human Capital Institute a think tank, educator, and global association dedicated to advancing the new business science of strategic talent management. (11 blogs topics: career and talent management and leadership) 2009 – 2010

"Talent Management at Homeland Security: A Corporate Model Suggests a Recipe for Success" Employment Relations Today, October 15, 2009, Vol. 36, Issue 3

Presenter Human Capital Institute Webcast, (www.humancapitalinstitute.org), "Applying Private Sector Talent Management Practices in the Government," June 2009

Featured in WorldatWork (<http://www.worldatwork.org/waw/adimComment?id=32134>) by Alexandra Griffin, entitled "Total Rewards and American University," March 2009

Speaker at American University's Institute for the Study of Public Policy Implementation Leadership Forum; National Press Club; "How can Human Capital organizations use the transition period to become a more valued partner to new agency political leaders?", March 24, 2009

Created and Presented Career Transition Guide for U.S. Department Homeland Security and Office of Presidential Personnel, 2008

Speaker at Human Capital Management: Federal 2008 – The Premier Federal Symposium on Human Capital Management; "Transition Planning – Lessons Learned from Past Presidential Transitions and Perspectives from Current Transition Plans" Worldwide Business Research November 21, 2008

Interviewed by John Palgutta from the Partnership for Public Service reflected in the November 2008 publication entitled "Elevating Our Federal Workforce"

Speaker at U. S. Coast Guard Flag Officer/Senior Executive Service Executive Change Leadership Program Infusing Cultural Competency Throughout Every Level of the Workforce, October 24, 2008

Featured in Government Executive Magazine by Brittany Ballenstedt, entitled "Mood Manager", October 2008

"How to Be a More Effective Decision-Maker", 2008 Pfeiffer Annual: Management Development, John Wiley and Sons, 2008, refereed

"The Transferability of Technology Utilized in Business Education to Improving the Productivity, Quality and Leadership of Virtual Teams," *2008 Pan-Pacific Business Association Conference XXV Proceedings*, San Jose, Costa Rica, 2008, refereed

Speaker at 5th Annual MBA Career Services for Working Professionals Alliance Conference, Pepperdine University, April 2008

Cairns Blaner Group Professional Blog "www.cairnsblaner.com", 2007 to Present

"30 Million Reasons Why You Need an Outstanding Resume," Career Network E-newsletter Pepperdine University, 2007

"Changing the Way B-Schools Do Business through Online Education Programs", *2007 Christian Business Faculty 23rd Annual Conference Proceedings*, Seattle Pacific University, 2007, refereed

"Changing the Way HR Departments Do Business Through Employee Self-Service" The 2006 Pfeiffer Annual on Human Resource Management, John Wiley and Sons, 2006, refereed

"Changing the Way HR Departments Do Business Through Employee Self-Service" Republished in *Employment Relations Today*, Winter 2006, Volume 32, Number 4.

"The Impact of Unions on Leadership and the Three R's" The 2005 Pfeiffer Annual on Human Resource Management, John Wiley and Sons, 2005, refereed

Republication "The Impact of Unions on Leadership and the Three R's" Republished in *Employment Relations Today*, Summer 2005, Volume 32, Number 2.

“Leadership Methods and Techniques for Improving Productivity and Quality” *Presented at the 10th International Society for Productivity and Quality Research Conference*, University of Miami, 2004, referred

“Creating a High Performance Team in a Human Resource Department” *Presented at the 2001 Annual National Conference, The Association on Employment Practices and Principles*, San Francisco, CA, 2001, Cairns, Thomas D. & Preziosi, Robert, refereed

“Leadership: How an International Media Company Assures Success” *Presented at the Proceeding of the 2000 Annual National Conference, The Association on Employment Practices and Principles*, New Orleans, LA, 2000, Cairns, Thomas D. & Preziosi, Robert, refereed

“Technical note: a study of Hersey and Blanchard’s situational leadership theory” *The Leadership & Organization Development Journal*, Volume 19, Number 2, 1998, Cairns, Thomas D. & Snow, William A. & Hollenbeck, John & Preziosi, Robert, refereed

“Critical Success Factors for Leading and Implementing Diversity Awareness Training” *Designing Training Programs*, American Society for Training and Development, 1996, Cairns, Thomas D. & Gorringer, Ellen, refereed

“Employee Empowerment and Its Impact on Technical, Social, and Financial Aspects of Business” *Presented at the Fourth International Conference on Productivity and Quality Research*, University of Miami, 1993, refereed

PROFESSIONAL EXPERIENCE

Senior executive with demonstrated success leading human resource organizations in the private and public sector supporting executives in a high-performance culture. Acknowledged for creating and staffing complex organizations that consistently deliver business results. Successful leader with solid business acumen. Extensive P&L experience. Demonstrated ability to identify and troubleshoot critical issues with emphasis on strategic planning, mergers and acquisitions, talent management, succession planning, compensation planning and reward systems, union avoidance and labor relations.

Cairns Blaner Group, LLC, Valencia, California
Principal and Chief Career Coach

June, 2009 to Present

A business consulting company focused on delivering career management services.

- Assisted 9 senior executives with business and executive coaching
- Provided career coaching for 9 Pepperdine University MBA students and alumni
- Featured Webinar presenter for Pepperdine Graziadio School of Business, topic: “Networking and the Art of the Elevator Pitch” 72 participants
- Featured Webinar presenter for Human Capital Institute topic: “Talent Strategy in the Federal Sector, 105 participants
- Featured Guest Expert Human Capital Institute and Career Rocketeer

US Department of Homeland Security, Washington, DC
Presidential Appointment, **Chief Human Capital Officer**
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June 2008 to May 2009

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“Being the Chief Human Capital Officer of the Department of Homeland Security is one of the toughest Human Resources positions in the Federal Government.” Paul A.

Schneider at Confirmation Hearing to become Deputy Secretary of the Department of Homeland Security, May 14, 2008

Led a 200-member human resource management, learning, and development team with an annual operating budget of \$48M and a functional team of 1,250 members serving over 218,000 employees. Served as a principal adviser on human capital and related programs. Briefed House and Senate Committees on human capital issues.

- Turned around a human capital organization that was in crisis. Reinvigorated and realigned the organization structure to effectively retain and add new talent and achieve stakeholder requirements.
- Eliminated a hiring backlog of 500 positions in Headquarters in less than 6 months.
- Initiated changes to executive performance management metrics resulting in a 12.3% increase in the positive relationship between ratings and performance pay.
- Oversaw the development and implementation of a department-wide Human Capital Strategic Plan for fiscal year 2009 through 2013.
- Successfully supported the Presidential and Agency transition of over 180 appointees at all levels within the organization.
- Led a team that assessed the potential impact of collective bargaining on the Transportation Security Administration's 51,000 employees.

Cairns Blaner Group, LLC, Valencia, California

2007 to 2008

Principal

A business consulting company focused on delivering strategies, systems and solutions in the areas of organization design and staffing; executive selection, assessment and development; executive performance and coaching. Clients were from the entertainment industry as well as colleges and universities.

General Electric Company

1986 to 2006

NBC Universal, a division of General Electric
SVP, Human Resources
Media Works – Media Technology and Operations
Universal City, CA

2004 to 2006

Responsible for all human resource and labor relations practices, policies and programs for NBC Universal's employees in Information Management, Technology, Television and Studio Operations. Lead a 22-member HR, Labor Relations and Medical Center department serving 4,000 domestic and international employees.

- Successfully supported the leadership team in developing an organization structure that combined information technology and studio operations into one organization with a budget of \$900M and a total staff of 4,000 union and non-union employees.
- Developed and implemented labor relations strategies for local and national union negotiations covering 2,000 employees in technical and facility operations.
- Assisted the leadership team in designing and staffing a new digital technology organization. Conducted an internal and external search and effectively staffed critical positions.

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- Evaluated leadership talent and provided support for succession planning for an organization with over 200 professional and executive level employees.

- Initiated a strategy to identify and hire a diverse pipeline of talent. Achieved 86% diverse hires in the new management leadership programs.
- Conducted annual employee opinion surveys and feedback sessions, achieving 87% employee participation and improving employee communication and satisfaction.

NBC Entertainment, Burbank, California
SVP, Human Resources

2000 to 2004

Responsible for all human resource and labor relations practices, policies and programs for NBC's Entertainment Division, NBC Studios, NBC Agency and Domestic Syndication Sales. Led a 15-member HR, Labor Relations, Employment Law and Medical Center department serving 1,000 employees.

- Led human resources, organization design and communication integration efforts of the NBC Television and Cable Organization and Universal Studio's Television and Cable over a 14 month period with a \$100M cost savings.
- Assisted in the transition 15 executives and negotiated employment agreements for 8 senior executives.
- Facilitated launching a new syndication sales business of 45 employees generating \$250M in revenue. Designed a variable incentive compensation plan.
- Developed and implemented labor relations strategies and operating plans for labor negotiations with the Screen Actors Guild, Writers Guild of America and Director's Guild of America. Led a team of executives that developed a comprehensive strike operating plan that became a model for the industry.
- Championed NBC's diversity initiatives, implemented metrics, programs and practices that improved NBC's diversity efforts over a 3 year period. Established credibility with the National Hispanic Coalition, Native American Coalition, Asian Pacific Americans organization and NAACP.

NBC Television Station Division, New York
VP, Employee Relations

1996 to 2000

Responsible for the development and implementation of all human resource practices, policies and programs for NBC's thirteen owned and operated television stations nationwide. Led a 14-member HR, Finance team serving 2,500 domestic employees.

NBC Television Station - WCAU, Philadelphia, PA
Director, Employee Relations

1995 to 1996

Responsible for starting up an employee relations function following acquisition of the station from CBS. Developed and implemented all employee and labor relations practices, policies and systems. Analyzed existing organization structure, processes and people and developed and implemented organization changes to support business goals and objectives. Prepared and negotiated four collective bargaining agreements with AFTRA, IATSE, IBEW and SEIU covering approximately seventy percent (140 employees) of the workforce.

NBC Television Station – WTVJ, Miami, FL
Director, Employee Relations

1988 to 1995

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Developed and implemented strategic human resource programs that strengthened the business and maintained the only non-union network television station in Miami. Initiated employee involvement and empowerment systems to create greater employee commitment, job flexibility and a better skilled

workforce. Established strategic compensation policies and practices; enhanced management and employee communication; provided relevant leadership development and training; facilitated policies that integrated work and family issues.

GE Communications and Services, Cherry Hill, NJ
Manager, Labor Relations

1986 to 1988

Established and administered effective labor relations policies, programs and practices covering over 2,000

employees nationwide. Participated in the planning and negotiating of collective bargaining with the Teamsters and Fairbanks Joint Craft Council in Alaska. Won 3 National Labor Relations Board conducted elections.

RCA Service Company a division of RCA

1976 to 1986

Progressive human resource management and labor relations experience with emphasis on compensation planning and programs, positive employee relations, union avoidance, negotiation and labor relations strategy.

MILITARY

United States Air Force - Honorable Discharge

REFERENCES

Dr. Roxanne Helm-Stevens, Chairperson Master of Arts in Management, School of Business and Management, Azusa Pacific University, Azusa, California, USA

Dr. Wesley M. Pinkham, Dean Doctoral Studies The King's University, Los Angeles, California, USA

Dr. Robert Preziosi, Professor and Chair of Management, Nova Southeastern University, Fort Lauderdale, Florida, USA

Dr. Lyle Bowlin, Chair Department of Business Administration, Southeastern University, Lakeland, Florida, USA