JOHN-PAUL HATALA, Ph.D.

EDUCATION

1999-2003	**UNIVERSITY OF TORONTO**

Doctor of Philosophy
- Human Resource Development

1992-1993	**ELMIRA COLLEGE** (Elmira, New York)

Master of Science in Education
- Adult Education

1988-1991	**LAURENTIAN UNIVERSITY** (Sudbury, Ontario)

Bachelor of Arts

RELATED PROFESSIONAL EXPERIENCE

Teaching & Adult Education
- **Facilitated** over 10000 hours of training to workshop participants
- **Certified** Teaching English as a Second Language instructor
- **Supported** executive leadership development through coaching, education and consultation
- **Customized** and **taught** over twenty-one credit-bearing courses for university undergraduate and graduate students
- **Developed** and **delivered** online learning modules, compressed video and distance learning to both corporate, non-profit and university audiences utilizing the 'backward design' approach, using the learning outcomes to inform instructional design and assessment of learning
- **Counseled** and **advised** traditional & non-traditional aged students in career and life planning, academic progress, registration procedures and degree related requirements
- **Collaborated** with university faculty and staff to provide support for traditional and non-traditional aged students related to academic issues, internship development and major field decisions

Consulting & Outreach
- **Consulted** with clients to manage human resource development strategies
- **Developed** and **coordinated** organization-wide training programs for nonprofit, public sector and corporations throughout Canada, United States and the United Kingdom
- **Created** a learning network to promote the exchange of human resource development best practices with non-profit and for-profit organizations
- **Implemented** multiple learning management systems at the corporate level
- **Designed** and **developed** training materials and curricula for student groups, private sector and nonprofit clients including: models, interactive exercises, video segments and online modules

Management & Supervision
- **Managed** staff of up to 15 trainers and learning consultants
- **Prepared** and **led** 10-25 consultant training staff for large-scale client assessment, consultation and training roll-outs
- **Maximized** profitability of training project income through effective training development and implementation
- **Managed** volunteer coordinators supporting service-learning activities
- **Oversaw** employee human resource support and supervision

EXPERIENCE

2015 – Present   **Louisiana State University**
                            Department of Human Resource and Leadership Development
                            <u>Associate Professor of Professional Practice</u>
- Teaching graduate courses online
- Advising doctoral student thesis committees
- Conducting Research

2010 – Present   **University of Ottawa** – Centre on Governance
                            <u>Senior Fellow</u>
- Three year appointment
- Conducting research with university community

2011 – Present   **SnagPad** (Job Search Board Inc.)
                            <u>Founder/Chief Researcher</u>
- Responsible for overseeing ongoing development of website
- Responsible for overseeing research

2013 – 2014   **George Brown College** – Work and Employment Counsellor Program
                            <u>Professor</u>
- Taught courses in the Work and Employment Counsellor Program including counselling, career development, career theory and job search
- Curriculum development including revision and new design
- Advised and counselled students for academic and career success

2010 – 2013   **Rochester Institute of Technology** – Human Resource Development
                            <u>Associate Professor</u>
- Taught graduate courses in human resource development via online and traditional classes
- Curriculum development
- Converted live courses to online courses
- Advised students

2012 – 2014   **Louisiana State University**
                            Online Masters of Human Resource Development
                            <u>Adjunct Professor</u>
- Instructor of online courses
- Develop and refine course content and materials
- Part of team that introduce the all Online Masters program

2008-2014   **Louisiana State University**
                            Department of Human Resource and Leadership Development
                            <u>Adjunct Professor</u>
- Teaching graduate courses online
- Advising doctoral student thesis committees

2005-2008   **Louisiana State University**
                            Department of Human Resource and Leadership Development
                            <u>Assistant Professor</u>

- Advised undergraduate and graduate students
- Teaching graduate and undergraduate courses covering topics in organizational development; human resource development; training design and methods; adult learning; needs analysis and assessment; leadership development; workplace learning systems; social capital in organizations
- Conducting research on various aspects of social capital, work performance, learning transfer, organizational development, employment training and adult learning.
- Responsible for department service including; undergraduate advising, master's and doctoral advising, department committees, university committees.

1998-Present   **Consultant – Self-employed**
- Working with corporations in assisting with human resource development requirements
- Assessing existing systems, procedures, training programs and offering input and direction (private and non-profit sector)
- Researching, designing, implementing and conducting training programs for corporate initiatives that align with organizational strategic objectives
- Measuring effectiveness of implemented interventions
- Developing training curriculum and presentation of up-to-date methods and procedures for corporation participants
- Conducting focus groups with employees on their attitude towards their positions and their relationship with their employers
- Outplacing initiatives with laid-off workers using career planning and job search management techniques
- Created job search management system for social assistance recipients and implemented in municipal governments employment training program
- Conducting assessment and evaluation of existing staff within organizations to identify performance gaps
- Consulting on the development and implementation of corporate universities in various organizations
- Designed a 'Barriers to Entrepreneurship Success Tool (BEST)' for small business owners and have sold over 10,000 assessments worldwide.

2003-2005   **Leon's Furniture Limited**
Director of Associate Development
- Responsible for human resources/organizational development projects relating to employee retention, motivation, learning and development
- Implemented learning strategies that reflect and support the organization's corporate vision, mission, values, objectives and competencies, as well as employee objectives, performance and productivity
- Developed and encouraged a learning environment and culture across the organization through the research and development of best practices, monitoring of appropriate benchmarks, providing advice and consultation on personal leadership and team based performance
- Designed, developed and implemented a corporate university model for training and associate development
- Developed a range of web-based training courses for employees including product, service and account administration training

- Planned, directed and implementation of Human Resources best practices and strategies
- Created programs and policies in the following areas: Organizational Development (including culture and alignment) Program Management, Labour Relations, Recruitment and Selection, Succession Planning, and Training and Development (including General Orientation)
- Assessed workplace issues and practices to design, implement and evaluate organizational and learning initiatives to better serve business objectives
- Provided support for project management, change management, and business process improvements throughout the organization.
- Assessed training and development programs and services to ensure training initiatives and resources were maximized across the organization

1999-2003 **CCNMatthews**
Director, Human Resources
- Responsible for human resources/organizational development projects relating to employee retention, motivation and development
- Implemented learning strategies that reflect and support the organization's corporate vision, mission, values, objectives and competencies, as well as employee objectives, performance and productivity
- Developed and encouraged a learning environment and culture across the organization through the research and development of best practices, monitoring of appropriate benchmarks, providing advice and consultation on personal leadership and team based performance
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- Provided support for project management, change management, and business process improvements throughout the organization.
- Assessed training and development programs and services to ensure training initiatives and resources were maximized across the organization

1998-1999 **Y.M.C.A. OF GREATER TORONTO**
Quality, Training and Development Manager
- Facilitated career counseling, managed the performance of management throughout 14 of the organizations employment centers
- Designed, delivered and evaluated a comprehensive corporate learning strategy project
- Alignment/Reengineering of business process with organizations' Key Stakeholders
- Conducted career interest, personality, learning aptitude, leadership, culture and team based instruments and assessment tools
- Developed and implemented measurement device for program effectiveness and quality control

- Provided client-focused, professional and innovative advice and leadership on human resources issues to the organization
- Assessed internal Human Resource department processes, policies and strategies and responsible for making recommendations for improvements
- Responsible for leading teams and facilitating organizational change
- Built partnerships and client relationships at the senior levels

Small Business Trainer and Consultant
- Delivery and development of Business Training
- Provided small business finance, marketing and operations training sessions
- Researched fund sourcing for small business development.
- Assisted entrepreneurs in the development of business plans
- Consulted with students with specific business needs
- Facilitated and developed training including revenue and expense forecasts, cash flow forecasts, marketing strategies, and financial management
- Provided consulting to micro-enterprise start-up

1994-1998   **VAL-PAK DIRECT MAIL ADVERTISING LIMITED**
Training Manager
- Developed training curriculum and presentation of up-to-date methods and procedures
- Assisting in determining dealer sales, product training requirements and priorities
- Responsible for employee relations, compensation, policy interpretation, restructuring, change management, and organizational development
- Developed innovative human resource plans, products and programs that proactively meet the needs of the organization (ex. resolving a skills shortage, succession planning, retention strategy)
- Utilized assessment skills and determined performance goals to provide a full range of learning opportunities to enhance individual, team, and group effectiveness at all levels of our organization
- Worked collaboratively with sales and marketing to understand client businesses, identify benefits, and create value in the delivery of services
- Provided change management leadership and overseen training, performance improvement, and implementation projects
- Conducted assessments of workplace issues and practices in order to design, implement and evaluate organizational and learning initiatives
- Provided expert direction on organizational design, performance management, organizational development, and training and development

1993   **MALKAM NEWCOMER ASSOCIATES**
LMLT (Labour Market Language Training) Coordinator/Trainer
- Responsible for developing, presenting, evaluating and adapting instructional materials
- Supervised and evaluated teaching staff
- Maintained program standards through needs assessments and evaluation
- Worked with program funders
- Performed vocational counselling and assessments for Immigrants
- Facilitated Life Skills, Job Search Skills, Intercultural & Interpersonal Communication, etc.

LINC (Language Instruction for Newcomers to Canada) Instructor
- Responsible for developing, presenting, evaluating and adapting instructional materials
- Taught English Skills to Immigrants Levels 1,2 and 3
- Developed and presented curriculum for a technical writing program
- Conducted needs assessments and evaluations
- Developed action plans to ensure participants received appropriate training and were continually upgrading their skills and knowledge
- Facilitated classroom instruction on manuals relating to specific writing skills
- Designed and implemented curriculum based on student profile

1992-1993   **CAREER PREPARATION FOR IMMIGRANTS**
Vocational Training Coordinator/Teacher
- Life skills coach/skills trainer and implemented job search strategies
- Worked with FUTURES (WEP & PEP), JOT and Skills Training
- Developed program curriculum and design
- Taught basic upgrading skills (English and Mathematics)
- Reviewed and revised design of curriculum, and presentation of Job Search, Life Skills and Vocational Training components
- Researched and contacted employers in appropriate services
- Ensured that contracts for work experience placements between the program, the participant and the employer are adhered to

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WORKSHOPS/SEMINARS DELIVERED

- Advanced Business Communication
- Business and Technical Writing
- Conflict Resolution
- Implementing core competencies
- Curriculum Development
- Needs Assessment and Survey Development
- Management effectiveness
- Social Network Analysis
- Career Planning
- Change Management
- Behavioural Interviewing Techniques
- HR Strategy Deployment
- Critical Thinking
- Customer Service Excellence
- Research Methodology
- Organizational Behavior
- Performance Reviews
- Succession Planning
- Evaluation and Assessment
- Competency Model Building
- Organizational Development
- Enhanced Leadership
- Workforce Diversity
- Project Management
- Creative Problem Solving
- Interpersonal Skills
- Career Development

UNIVERSITY/COLLEGE COURSES TAUGHT

- Career Development Theory
- Common Assessment
- Career Counselling
- Instructional Design
- Managing Change in Organizations Systems
- Career Development Theory
- Organizational Behavior
- Advanced Adult Learning Theory
- Adult Learning Theory
- Consulting in Organizations
- Program Evaluation in HRD (Training and Development)
- Foundations of HRD
- Data Analysis
- Employee Strategic Development
- Human Capital Strategies
- Advanced Adult Learning Theory
- Strategic Career Development
- Theories of Organizational Development
- Strategic Employee Development
- Human Resource Metrics

TEACHING EFFECTIVENESS PROFESSIONAL DEVELOPMENT

2014 GBC Curriculum Development Series Workshops

2013 GBC Outcomes-based Learning Workshop

2013 LSU Advanced Online Teaching Methods

2012 RIT Faculty Institute of Teaching and Learning Conference, RIT INN.

2012 Essentials of Online Learning – Online Course

RIT HEAVY HITTERS – Recognized for active student engagement online course activity

20113 – 0626.730.90 Strategic Employee Development

20112 – 0626.710.90 Theory of Organizational Development

20111 – 0626.710.90 Theory of Organizational Development

20103 – 0626.730.90 Strategic Employee Development

20101 – 0626.710.90 Theory of Organizational Development

RESEARCH INTERESTS

My research program focuses on social capital/resources as the theoretical framework, the examination of organizational social structures and the implication they have on learning transfer, training and development, collaboration, performance, change and career development.

AWARDS

2013 The Alan Moon Memorial Prize. Shortlisted paper presented at the 14th International HRD Conference, Bristol, UK. Paper entitled Unification of Weak Tie Theory and Self- Regulation in Job Search Context: The Effects of Goal Orientation on Networking during Job Search.

2012 The Alan Moon Memorial Prize. This award is given to the outstanding paper at the 13th International HRD Conference, Universidade Lusiada de Famalicao, Portugal for the paper entitled 'Increasing social networks through learning goal orientation key to job search success.

2006 Elwood Holton Research Excellence Award. This award is given to the author of the outstanding *Human Resource Development Review (HRDR)* article for 2006 (volume 5). The award was made for the article "Social Network Analysis in Human Resource Development – A
New Methodology," which appeared in *Human Resource Development Review, 5*(1).

GRANTS AWARDED

Co-PI, Lead Social Scientist, National Science Foundation, *Creating Opportunity Networks for Engagement and Collective Transformation:* Increasing the Representation and Advancement of Women Faculty @ RIT, with PI: Margaret Baily, Co-PI's Carol Marchetti, Sharon Mason and Maureen Valentine. September 2012 to September 2017. $3,200,000 (approx.)

Researcher, Pathways to Prosperity – The Welcoming Communities Initiative (WCI), SSHRC Partnership Grant. The WCI is a multidisciplinary alliance of universities, colleges, and community organizations dedicated to promoting the integration of immigrants and minorities across Ontario. To achieve this goal, the WCI seeks to implement a comprehensive program of research aimed at devising, improving and testing measures to attract, retain, and integrate newcomers, including students and foreign workers, in cities, towns and less populated locales.

PI, CAST SIG Grant, Leveraging Practice Firms for Employee and Employer Alignment. 2010, $2500.00

PI, Ontario Ministry of Education, Student success teacher enquiry project, Increasing academic performance through social resources: Teacher training project. 2007, $4,000.

GRANT PROPOSAL WRITING

National Science Foundation (2007)
LSU Proposal Number: 0716002
NSF Proposal Number: 31637
Principal Investigator
Proposed Title: Harnessing the Power of Social Capital: STEM Teachers Leveraging Social Network Resources in Guiding a Student's IT Career Path
Organization: Louisiana State University & Agricultural and Mechanical College Program Solicitation: NSF 07-514
Amount: $1,099,000

INTERNATIONAL PROJECTS

Lead Social Capital Development Specialist – Status of Women Canada – A focus on the economic security for Women in North Humberland County (Canada), Community Training and Development Center 2012 – 2014.

The project involves identifying the experiences and expectations of women regarding economic security, job search and leadership experiences. The goals are to determine how women can leverage their network in order to become self-sufficient, while at the same time contributing to the community as a whole.

Job Search management Consultant – Employment Ontario – Leveraging Seniors to assist youth in the job search process (Canada), Community Training and Development Center 2012.

The purpose of this project was to match seniors with youth who are conducting a job search. Seniors speak to groups and individuals about their work experiences and the skills required to find employment. Additionally, seniors mentor youth on the approach to conducting an effective job search.

Lead Social Science Investigator - USAID – Avian influenza awareness project in the poultry sector (Togo and Zambia, Africa), LSU AgCenter 2007 – 2009

Lead and Coordinated a social network analysis of the poultry sector to identify influential stakeholders and then trained them on social network development. This involved a participatory approach, by bringing together all poultry sector stakeholders, government officials and consumers to reach consensus on avian influenza (AI) prevention and control and other food safety issues. Implementing this regionally was intended to more effectively mitigate and control further AI problems that, without cross-border partnerships, could be exacerbated from rumors and misunderstandings between different cultures. Through technical assistance missions, the LSU AgCenter helped increase awareness and skills of regional poultry producers and consumers to develop a strong Public Private Partnership program. This strengthen the linkages within a well-functioning, commercial poultry sector and safe food supply chain while encouraging stakeholders to leverage social resources for the purpose of implementing best management practices for AI through one common sector goal: value added products.

REFERRED JOURNAL ARTICLES

Guerrero, L. & **Hatala, J.P.** (*2015*). Antecedents of underemployment: a three-wave study of Canadian job seekers. Career Development International. *20*(4).

Yamkovenko, B. & **Hatala, J.P.** (2015). Methods for Analysis of Social Networks Data in HRD Research. Advances in Human Resource Development, 17(1), 40-56.

Yamkovenko, B. & **Hatala, J.P.** (2014). Feedback-seeking and social networking behaviors during job search: A conceptual model. *Human Resource Development Review*, 7(1), 102-124

Bates, R.A., Holton, E.F. & **Hatala, J.P.** (2012). A revised learning transfer system inventory (LTSI): factorial replication, item reduction and validation. *Human Resource Development International, 15*(5), 549-569.

Hatala, J.P. & Hisey, L. (2011). Toward the development and validation of a career coach competency model. *Performance Improvement Quarterly*, 24(3), 101-122.

Hatala, J.P. (2009). Assessing Individual Social Capital Capacity: The Development and Validation of a Network Accessibility Scale. *Performance Improvement Quarterly, 22*(1), 53-68.

Hatala, J.P. & Lutta, J. (2009). Managing information sharing within an organizational setting: A social network perspective. *Performance Improvement Quarterly, 21*(4), 5-33.

Rizzuto, T.E. & **Hatala, J.P.** (2008). Modeling Person and Socio-Technical Context Factors in Academic Performance. *Teaching of Psychology, 10*(4), 1381-2890.

Hatala, J.P. (*2007*). Making a career transition: a social network approach. *The Canadian Journal of Career Development*, 6(1), 28-38.

Hatala, J.P. & Fleming, P. (*2007*). Making barriers to training transfer visible: Social Network Analysis as a method for facilitating the transfer of training. *Human Resource Development Review, 6*(1), 33-63.

Hatala, J.P. (2006). Social Network Analysis: A New Methodology for Human Resource Development. *Human Resource Development Review, 5*(1), 45-71.

Hatala, J.P. & Gumm, J. (2006). Managing organizational cultural influences during the implementation of Competency-Based Training. *Advances in Developing Human Resources*, 8(2), 229-246.

Hatala, J.P. (2005). Identifying barriers to self-employment: the development and validation of the barriers to entrepreneurship success tool. *Performance Improvement Quarterly, 18*(4), 50-71.

REFERRED CONFERENCE PROCEEDINGS

Guerrero, L. & **Hatala, J.P.** (2013). Antecedents of underemployment: a three-wave study of Canadian job seekers. 73rd Annual Meeting of the Academy of Management, Orlando, Florida, USA.

Yamkovenko, B. & **Hatala, J.P.** (2013). Unification of Weak Tie Theory and Self- Regulation in Job Search Context: The Effects of Goal Orientation on Networking during Job Search . 14th International HRD Conference, Bristol, UK.

Yamkovenko, B. & **Hatala, J.P.** (2012). Increasing social networks through learning goal orientation key to job search success. 13th International HRD Conference, Universidade Lusiada de Famalicao, Portugal.

Ndinguri, E., Machtmes, K., **Hatala, J.P.** & Coco, M.L. (2012). Virtual Learning in the Workforce: Building a Roadmap for Organizational Impact. *2012 Academy of Human Resource Development Proceedings*. Denver, CO: Academy of Human Resource Development.

Hatala, J.P. (2011). Career Coaching Competencies. *2011 Academy of human resource development proceedings*. Chicago, IL: Academy of Human Resource Development.

Manning, L., **Hatala, J.P.** & Schneider, K. (2008). Cracking the cement ceiling: Immigrant mobility in the workplace. *Paper presented at the Diversity 08 Conference*. Ottawa, Canada.

Manning, L., **Hatala, J.P**. & Schneider, K. (2008). Canadian companies talk the talk, but are they walking the walk? Workforce diversity and management capabilities. *Paper presented at the Diversity 08 Conference*. Ottawa, Canada.

Fridel, C. & **Hatala, J.P.** (2008). Incorporating Problem Solving Theory and Social Capital Theory to Improve Entrepreneurial Goal Attainment. 24th annual conference of the Association for International Agricultural and Extension Education (AIAEE). Costa Rica.

Hatala, J.P. (2007). Assessing Social Capital Capacity: The Development of a Network Accessibility Scale. *2007 Academy of human resource development proceedings*. Indianapolis, IN: Academy of Human Resource Development.

Rizzuto, T.E. & **Hatala, J.P.** (2007). *It's Not Just Who You Know, but Who Knows You: Measuring the Impact of Social Network Density on Performance.* Poster presented at the American Psychological Association (APA) conference in San Francisco, CA.

Hatala, J.P. & Gumm, J.C. (2006). Organizational cultural influences and their effect on training implementation. *2006 Academy of human resource development proceedings*. Indianapolis, IN: Academy of Human Resource Development.

BOOKS

Hatala, J.P. (2012). The job search cookbook: A recipe for strategic job search management. Get in the flow publishing. Baton Rouge, LA.

Hatala, J.P. (2009). The Strategic Networker: A learner's guide to effective networking. Get in the flow publishing. Baton Rouge, LA.

BOOK CHAPTERS

Bates, R.A., N. Cannonier & **Hatala, J.P.** (2014) Linking Motivation to Workplace Learning Transfer: The Role of Implementation Intentions and Personal Initiative, *The Handbook of Human Resource Development: The Discipline and the Profession,* Eds. N. Chalofsky, T. Rocco & L. Morris. Jossey-Bass, 2014 estimated.

Ndinguri, E., Machtmes, K., **Hatala, J.P.** & Coco, M.L. (*2013*). Learning through Immersive Virtual Environments: An Organizational Context, *Cross Cultural Online Learning In Higher Education and Corporate Training*. Eds. J. Keengwe, G. Schnellert & K. Kungu. IGI Global.

RESEARCH IN PROGRESS

Hatala, J.P. & Caro, C. (*in progress*). Leveraging Social Capital for Improved Career Performance.

Hatala, J.P (*in progress*). Examining social structure and its implications on developing leaders.

Hatala, J.P. (*in progress*). Moving towards employment: managing the job search forces.

Hatala, J.P. (*in progress*). Linking job quality to job seeker expectations.

Hatala, J.P. (*in progress*). Giving employee's a voice: Increasing knowledge sharing.

UNPUBLISHED RESEARCH PAPERS

Hatala, J.P. (2003). The transition towards re-employment: a social network survey. *Unpublished Doctoral Dissertation,* University of Toronto OISE.

Hatala, J.P. (1999). Identifying barriers to employment for youth at risk. Report for YMCA of Greater Toronto.

Hatala, J.P. & Clamahoy, E. (1999). Measuring intervention effectiveness: the YMCA process for employment programs. YMCA internal publication.

Hatala, J.P. (1995). Elements of ESL training and the Academy of Learning. Report for Academy of Learning, Ottawa, Ontario.

Hatala, J.P. (1995). Minimizing deterrents to re-training/re-educating: an intervention study. *Unpublished research project*, University of Ottawa, Ottawa.

Hatala, J.P. (1995). A manual for implementing re-entry workshops: A step-by-step manual for administrators, program planners and instructors.

Hatala, J.P. (1993). Demographic study: Sudbury's immigrant population and the labour market. *Report funded by Ontario Government.*

Hatala, J.P. (1993). An evaluation of Elmira college re-entry workshop. Unpublished master's Project, Elmira, New York.

CONFERENCE PRESENTATIONS

Hatala, J.P. (2015 – January) Service Delivery Continuity: Managing Client Job Search Performance. Cannexus Career Development National Conference. Ottawa Ontario.

Hatala, J.P. (2014 – December) Keynote: Leveraging Network Resources for Effective Adult Learning: They're closer than you think. Ontario Association of Adult and Continuing Education School Board Administrators, Annual Conference, Mississauga, Ontario.

Hatala, J.P. (2013). Service Delivery Continuity: Increased Placement through a Common Framework. Futures Conference, Barrie, Ontario.

Hatala, J.P. & Carol Marchetti (2013). Connectivity: It's Not Just Who You Know, It's What Your Social Network Knows: Career Development for Faculty. RIT Teaching Conference. Rochester, New York.

Hatala, J.P. (2011). Tapping Into Success. RIT Connectology Conference. Rochester, New York.

Hatala, J.P. (2011). Getting strategic with your Job Search. Cannexus Conference. Ottawa, Ontario.

Hatala, J.P. (2010) Linking Social Capital to Student Success. *Association of Career and Technical Educators*. Las Vegas, NV.

Hatala, J.P. (2010). Strategic Job Search Management". *Ontario Association of Youth Employment Counselors*. Collingwood, Ontario.

Hatala, J.P. (2010). Linking Social Capital to Career Objectives through Social Exploration. *Opportunities Conference*, Niagara Falls, Ontario.

Hatala, J.P. (2009). Increasing performance in an academic setting through social capital. *Canadian Educational School Board Association*, Toronto, Canada.

Hatala, J.P. (2009). Career development and social capital: tapping into social resources to follow a career path. *National Association of Workforce Development Practitioners*, Minneapolis, MN.

Hatala, J.P. (2009). Social capital and career development: Influencing career pathways. *National Association of Career Development*, St. Louis, MO.

Hatala, J.P. (2009). Linking social capital to learning English as a second language. *Teaching English as a Second Language Association of Canada*, Hamilton, Canada.

Hatala, J.P. (2009). It's not just who you know, it's how well you know them: Linking social capital to career objectives by generating social income through social exploration. *Conference Board of Canada*, Toronto, Canada.

Hatala, J.P. (2009). Linking Social Capital to Organizational Performance: Exposing Social Resources to Support Organizational Change through Social Exploration . *Conference Board of Canada*, Toronto, Canada.

Hatala, J.P. (2009). Social capital and career development. *Cannexus Conference*, Toronto, Canada.

Hatala, J.P. (2009). Getting your clients in the game: Playing the Game of Networking Board Game. *Opportunities Conference*, Niagara Falls, Canada.

Hatala, J.P. (2009). Linking social capital to career objectives through social exploration: A social capital framework. *Opportunities Conference*, Niagara Falls, Canada.

Hatala, J.P. (2008). Social capital and career development. *Opportunities Conference*, Niagara Falls, Canada.

Hatala, J.P. (2008). Linking social capital to career objectives: Generating social income through social exploration. *National Consultation on Career Development,* Toronto, Canada.

Hatala, J.P. (May, 2007). Conducting the On-line Social Network Audit: Reaching Network Capacity. *Opportunities Conference.* Toronto, Canada..

Hatala, J.P. & Gumm, J.C. (April, 2007). It's what you know about who you know: Student Goal Attainment through Social Exploration. *Annual ACTE Region IV Convention.* Oklahoma City, U.S.A.

Hatala, J.P. & Gumm, J.C. (March, 2007). It's not only who you know, it's how well you know them: Linking career goals to network contacts through Social Exploration. *National Consultation on Career Development,* Toronto, Canada.

Hatala, J.P. & Gumm, J.C. (2007). Student Goal Attainment through Social Exploration. *Louisiana Association of Career and Technical Education.* Alexandria, U.S.A.

Hatala, J.P. (2006). Conducting a social network audit. *South Western Association of Colleges and Employers*, New Orleans, U.S.A.

Hatala, J.P. & Feduccia, M. (2005). If looking for work is a full-time job, where do I punch in? *Southern Association of Colleges and Employers*, Miami, U.S.A.

Hatala, J.P. (2004). Training impact on career performance – how does corporate training impact career direction. *National Consultation on Career Development*, Ottawa, Canada.

Hatala, J.P. (2003). Moving up the corporate ladder through social networks. O*ntario Association of Youth Employment Centres,* Alliston, Canada.

Hatala, J.P. (2003). Workshop Title: Do you know who's hiring? Social networks and re-employment. *National Consultation on Career Development*, Ottawa, Canada.

Hatala, J.P. (2002). Workshop Title: If looking for work is a full time job, where do I punch in? O*ntario Association of Youth Employment Centres,* Alliston, Canada.

Hatala, J.P. (2002). Workshop Title: Matching education to labour market opportunities. *Ontario Job Finding Club Conference, Scarborough*, Canada.

Hatala, J.P. (2002). Welfare: Self-efficacy and the challenges to re-employment. *National Consultation on Career Development*, Ottawa, Canada.

Hatala, J.P. (2001). Social networks and their impact on social assistance recipients. *National Consultation on Career Development*, Ottawa, Canada.

Hatala, J.P. (2000). *Social assistance recipients and their transition towards self-sufficiency.* O*ntario Association of Youth Employment Centres,* Orillia, Canada.

Hatala, J.P. & Clamahoy, E. (1998). How do we know interventions are really working? Measuring Workshop Effectiveness*.* National Consultation on Career Development*, Ottawa, Canada.*

Hatala, J.P. (1995). Re-entry Workshops: A tool for administrators and program planners. National Consultation on Career Development*, Ottawa, Canada.*

NON-REFEREED ARTICLES

Hatala, J.P. (2007). Managing Hidden Agendas. The Brief Case, Toronto, Canada, January.

Hatala, J.P. (2006). 7 Steps to conducting a social network audit. Career Options Magazine, Toronto, Canada, September.

Hatala, J.P. (2006). A simple lesson to successful networking: get in the flow!
Career Connections, Toronto, Canada, July.

Hatala, J.P. (2006). Are you in the flow: reaching your flowing point. Career Connections, Toronto, Canada, February.

INVITED PRESENTATIONS

Hatala, J.P. (2013). Unemployed Experienced Workers in Hamilton: Barriers and Solutions. Hamilton, Ontario, October 23.

Hatala, J.P. (2012). Social Capital Opportunities Regarding Employment. Association of Municipal Employment Services. Chatham, Ontario, September 24.

Hatala, J.P. (2012). Turning Social Capital into Social Income. Ontario Association of Career Development Practitioners. London, Ontario, June 7.

Hatala, J.P. (2011). Social Capital and the Strategic Job Search. Labour Employment Ontario. Toronto, Ontario, October 27.

Hatala, J.P. (2011). Competency Based Job Development. Northumberland Employment Community Practitioners. Cobourg, Ontario, October 18.

Hatala, J.P. (2011). Linking Social Capital to Finding a Job: Getting Comfortable with Networking. Newcomer Organization Network: Professional Development Conference. Mississauga, Ontario, September 29.

Hatala, J.P. (2011). Job Search Strategies. Rochester Networking Group. Pittsford, New York, September 12.

Hatala, J.P. (2010). The Strategic Networker. Internationally Educated Professional of Kingston. Kingston, Ontario.

Hatala, J.P. (2010). The Strategic Networker. Internationally Educated Professional of Kitchener. Kitchener, Ontario.

Hatala, J.P. (2010). Linking Social Capital to Career Objectives. Immigrant Settlement and Adaptation Program. Toronto, Ontario.

Hatala, J.P. (2008). Making transfer climate visible through social networks: Practical applications for a practical world. Canadian Society of Training and Development, Hamilton, Ontario, October 23.

Hatala, J.P. (2008). Strategic Job Search Management: Providing structure to the job search process. Job Search Workshops of Ontario, Scarborough, Ontario, September 12.

Hatala, J.P. (2008). It's not just who you know, it's how well you know them: Linking social capital to career objectives by generating social income through social exploration. Immigrant Settlement and Adaptation Program, Niagara Falls, Ontario, May 23.

Hatala, J.P. (2007). Making transfer climate visible: Exposing social resources to support training transfer. American Society of Training and Development, Washington, DC, June 21.

Hatala, J.P. (2007). Making the right connections: Linking career goals to network contacts through social exploration. International Educated Professional Forum, Toronto, Ontario, April 7.

Hatala, J.P. (2006). Developing a Productive Workforce by Hiring the Right People. Louisiana Business and Technology Center at the E. J. Ourso College, LaPlace, LA, June 15.

Hatala, J.P. (2006). Developing a Productive Workforce by Hiring the Right People. Louisiana Business and Technology Center at the E. J. Ourso College, Lake Charles, LA, March 22.

Hatala, J.P. (2006). Developing a Productive Workforce through Motivation. Louisiana Business and Technology Center at the E. J. Ourso College, Norco, LA, February 16.

Hatala, J.P. (2006). Job Search Management Network – LSU Students (4th year), 4 workshops on preparing for transition into the labor market, January to April.

Hatala, J.P. (2005). Job Search Management (train-the-trainer). LSU Career Services, Baton Rouge, October 28.

Hatala, J.P. (2005). Networking Management System (Train-the-trainer). LSU Career Services, Baton Rouge, October 16.

UNIVERSITY SERVICE

Member of Faculty Professional Development Committee (2013 – 2014)
Elected Member, Cast Governance Committee (2011 – 2013)
Member, Service Leadership and Innovation Hiring Committee (2012 – *presently active*)
Member, CAST Teaching Effectiveness Committee (2012)
Member, HRD Hiring Committee (2011)
Reserve member, Cast Governance Committee (2010)
Lead, Semester Course Conversion, Human Resource Development Program (2010)

JOURNAL REVIEWER

- Human Resource Development Review
- Performance Improvement Quarterly
- Human Resource Management Journal
- Human Resource Development Quarterly

TRAINING SYSTEMS

Hatala, J.P. (2004). Social Network Management System. Toronto, Canada.

Hatala, J.P. (2002). Job Search Management System. Toronto, Canada.

ASSESSMENTS DEVELOPED

Hatala, J.P. (2007). Social exploration learning form. Toronto, Canada.

Hatala, J.P. (2006). Social exploration for Training Transfer. Baton Rouge, U.S.A.

Hatala, J.P. (2001). Barriers to Entrepreneurship Success Tool for Youth. Oakville, Canada.

Hatala, J.P. (1999). Barriers to Entrepreneurship Success Tool, Oakville, Canada.

TRAINING SOFTWARE

Hatala, J.P., Holton, E.F. & Bates, R.A. (2009) Online Training Transfer Management System

Hatala, J.P. (2005). Social Network Audit (http://www.socialnetworkaudit.com)

Hatala, J.P. (2003). Online Job Search Management System (http://www.jobsearchboard.com)

MEMBERSHIPS AND AFFILIATIONS

Academy of Human Resource Development
- Regular member
- International committee member
- Conference paper reviewer

American Society of Training and Development
- Regular Member

Career Professionals of Canada
- Organizational Development and Learning Committee - Founding Member
- Certified Career Strategist Committee

International Society for Performance Improvement
- Regular member

YMCA of Greater Toronto Advisory Committee
- Regular board member

Southern Association of Colleges and Employers
- Regular member