

From: Kimberly Bell <kbell@sandy.utah.gov>
Date: Friday, January 21, 2022 at 10:26 AM
To: Lisa Hartman <LHartman@slco.org>, "Jake A. Young" <JAYoung@slco.org>
Cc: Monica Zoltanski <mzoltanski@sandy.utah.gov>
Subject: [EXTERNAL] Mike Marker's application for the MPD

Hi Lisa,

It was nice seeing you yesterday at the COG meeting. It was a good opportunity for the Mayor and I to meet with other Salt Lake County Mayors and Legislators.

In response to your request for candidate recommendations for the Mountainous Planning District Planning Commission, Sandy City is recommending the following individuals in order of preference:

1. Michael Marker
2. Aaron DeKyzer

I've copied Jay Young on this email as requested. Please let me know if you need anything else.

Thank you,
Kim



Kimberly Bell
Interim Chief Administrative Officer

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Application Form

Profile

Michael

First Name

D

Middle Initial

Marker

Last Name

[Redacted] Email Address

[Redacted] Employer [Redacted] Job Title

[Redacted] Home Address

Suite or Apt

[Redacted] City

[Redacted] State

[Redacted] Postal Code

[Redacted] Primary Phone

Which Boards would you like to apply for?

Mountains Planning District Planning Commission: Submitted

Referred by:

Mike Marker

Qualifications

Please tell us about yourself.

I am a retired management consultant who specialized in business process improvement and work system redesign. Previously, I held positions as Product Manager for Procter & Gamble, Director of Organization Development for L'Oréal Paris and adjunct faculty at the University of San Francisco. I served in the U.S. Army with the Directorate of Organization Development Experimental Command studying and improving military leadership. Additionally, I am a recreational skier and have worked and volunteered in a customer service capacity at both Alta and Snowbird.

Why are you interested in serving on a board or commission?


Such service provides an opportunity to give back to the community. I am interested in this Commission as I recognize how important our Wasatch Mountains are to both residents and visitors. As a skier at one of the resorts I have given tours to out of state people and their comments always remind me of the incomparable beauty that we have and how lucky we are to have such a wonderful mountain area so close to a metropolitan area.

What education, work experience, or volunteer experience do you have that applies to the board you are applying for?

My graduate academic work was in organizational behavior and a large tenant of that field is the discipline of applied systems thinking. Mountain Accord used a systems study approach in their work. Utah State University, as contracted by the Central Wasatch Commission, is using a systems model in their Visiting Use Management Study. I am currently a member of the CWC Stakeholder Council.

What unique perspectives could you bring to the board?

Systems thinking as mentioned above. Being a resident at the base of the Wasatch front I am very familiar of the natural resources we have in these mountains. I am also familiar with traffic issues residents periodically experience as a result of the resource's increased popularity and visitation.


Upload a Resume

Demographics

Some boards and commissions require membership to be racially, politically or geographically proportionate to the general public. The following information helps track our recruitment and diversity efforts.

Are you a Salt Lake County employee?

Yes No

Are you a current member of another Salt Lake County board or commission?

Yes No

Race/Ethnicity *

White

District *

District 6

Gender Pronouns *

He/Him/His

Age Range *

Above 65

Languages *

English

Political Affiliation

Republican

Michael D Marker

Michael Marker

Career Summary

Organization Change Management professional with a comprehensive background in organization development, organization & work process redesign and employee engagement/commitment strategies to strengthen organizational effectiveness, human performance, revenue and profitability in large manufacturing, engineering and service-driven businesses nationwide.

Work Experience (retired)

Organization Development Manager & Consultant

9/1988 – 2021

- Provided full-range of organization development support such as organizational assessment, work process redesign, structure realignment, and systems optimization. Trained project teams in change methodology and coached participants through change processes as well produced OCM product as contributing member. Used open system planning, socio-technical system and Lean technologies in mapping core processes for managing and accelerating large-scale change. Improvement strategies and interventions conducted with emphasis on developing internal resource capability. Advised leadership teams on strategic planning issues. Utilized a range of participative change technologies from standard design team approaches to large-scale search conference methodologies. Designed and provide training in management, leadership and team skills in support of on-going organizational change programs. Conducted public experiential high performance work team workshops along with seminars on change management and internal resource skill development.

Client Engagements Include:

- ❑ Designed on-line **Program Manager competency assessment tool**, established training curriculum to include division PM tools and PMBOK content leading to PMP (PMI) cert. Led employee engagement & leadership team development activity.
- ❑ Supported Fortune 200 company **employee engagement initiative** using Gallup Q-12 Survey, providing executive coaching, leadership team development, and structural intervention strategies. Achieved 20-45% year-over-year regional improvement in safety, productivity, and employee retention.
- ❑ Retained as senior adviser to the plant leadership team of a \$3.3 billion manufacturing corporation. **Led project teams in the analysis, redesign and implementation of a new organizational model and team-based work system.** Revitalization plan utilized existing technologies, manpower and resources – and successfully reduced hierarchy levels from 5 to 3. Change strategies positively impacted productivity 44%, increased throughput 25%, increased inventory turns 18% and decreased RIIR 88%.
- ❑ **Directed change teams in the establishment of sales and marketing best practice standards and streamlined/aligned existing process across 5 major business units** of a \$4.5 billion corporation. Created a centralized resource base to link cross functional teams to assist in strategy development – and restructured/decentralized the sales organization placing sales representation directly on client sites. Innovative vitalization plan differentiated team from their key competitors – **and resulted in a \$10 million cost savings and the capture of \$2.5 billion in new business.**
- ❑ **Orchestrated a large-scale change initiative** within the product development and engineering areas of a leading aerospace electronics manufacturer. Documented, recommended and currently implementing enterprise-wide organizational changes delivering \$125 million annual cost reduction within the engineering and product development functions.

Director, Training and Development

11/1985 - 9/1988 Libbey-Owens-Ford, Toledo, OH

- Designed and implemented employee involvement strategies at corporate level. Established corporate education and management development center. Designed and implemented leader/manager training curriculum for seven manufacturing sites. Consulted with respective leadership teams and management groups to implement participative management systems, designed and conducted management team building sessions. Designed new management performance appraisal system. Revised and conducted employee involvement facilitator workshop.

Human Resources/Organization Development Manager

6/1978 - 11/1985 Procter & Gamble Paper Products, Modesto, CA

- Provided human resource generalist management support, organization design assistance, and team building support to various plant groups after initial assignments managing work teams in a production environment. Developed organization/employee career planning system and management skills training. Planned and implemented affirmative action strategy. Reduced management coverage for work teams through planned team development. Managed warehouse and production work teams in socio technical manufacturing system. Provided third party facilitation, organization design assistance, and team building support to various plant groups. Facilitated annual assessment/goal setting sessions for organizational renewal. Developed organization/employee career planning system and management skills training. Planned and implemented affirmative action strategy. Reduced management coverage for work teams through planned team development. Coordinated plant's management recruiting program (five college campuses and selected placement agencies) and managed hourly personnel employment process. Wrote most official internal communications and administered company policy and guidelines. Designed and maintained pay and progression system, developed audiovisual training aids. Coordinated community relations activities.

Operations Production Manager

1/1975 - 6/1978 Procter & Gamble Paper Products, Modesto, California

- Managed production work teams in manufacturing system. Responsible for warehouse operations and high-speed paper converting processes producing disposable diapers. The production work system utilized self-directed work teams. I had responsibility for the development of the work force and for overall system improvements.

Education

1975 Brigham Young University, Provo, Utah

MBA/MA, Organizational Behavior

Languages

English, French (conversational)

Additional Information

Professional Activities:

- University of San Francisco, Adjunct Professor, Human Resource Management & Organization Development (Graduate & Undergraduate levels) 1980-1987

Presentations:

- "Using High Performance Teams To Create & Sustain A Lean Enterprise" International Conference On Work Teams - University Of North Texas Center For The Study Of Work Teams, September 2001
- "Creating a Culture of Lean Thinking: Programs or Process?" MIT Lean Aerospace Initiative, April 2006

Certifications:

- Strengths Deployment Inventory (SDI)
- Job Person Match, Personal Preference Inventory
- Zenger Miller Frontline Leadership Instructor
- David W. Miller & Associates Master Trainer

Measurable Results:

- Led restructuring of paper mill resulting in it being rated #1 in efficiency out of 15 companies by industry technology group. Achieved \$20M cost reduction on \$100M base. 30% productivity increase. Company is researched & benchmarked heavily. - *LSP*
- Designed/led BPR effort in marketing/sales - saved \$10M annually, increased capture rate from 60-90%, created \$2.5B new business backlog, & increased profit margin by 3pts. -*RWC*
- Reduced absenteeism from 8% to < 1% by developing communication & perf mgmt skills and by redesigning employee guidelines. Annual savings \$295K -*AD*
- Organized and compiled initial Leadership Skill training (9 modules) *DWM*
- Upgraded training offerings and established training as profit center for firm. Within 2 years it generated 40% of firm's sales. *DWM*
- Led a culture change effort to increase the involvement and commitment of production facility's employees by redefining the role and style of its managers. Activities included the design and delivery of five leadership training modules and development of leadership teams. Within six months of the program start the location was reporting productivity, efficiency and quality gains averaging \$180K/month. -*SG*
- Developed plan to advertise and offer 5-day training course to the public (which had been limited to in-house production for existing clients). Generated \$400K/year. -*DWM*
- Built corporate training unit from scratch. Conducted assessment, designed curriculum & staffed offerings. 2 year goal was to have training organization be self-funded by charging departments for services utilized and for selling services externally. Met goal within 1 year of startup. -*LOF*
- Introduced process to increase work teams' capabilities to support the role out/implementation of self-managed work teams. This reduced number of shift managers by 50%. Developed training materials to support new skill sets for managers. -*PG*
- Developed/implemented consistent processes for shipping product & created training programs to transfer knowledge. Reduced cycle time, damage & variation in orders shipped. -*PG*
- Designed/led employee involvement C.I. team in analyzing sales and customer service processes, identifying waste in excess of \$300K/year for metropolitan operations area -*WM*
- Designed process and facilitated a task team of 17 to analyze/optimize hiring activity for 7000-person division multiple site defense contractor. Recommendations included redesigned process and restructured Staffing organizations. Projected impact is cycle time reduction of 40% and increased revenue capture of \$27M/year. -*RTN*