



Gay Miller
EthicScan Consulting Associate

Ethics Audits	Research		Presentation	X
Code of Ethics	Benchmarking	X	Organizational Reviews	X
Ethics Training	Ethical Investing		Partnerships	

Gay Miller is a Principle with The PartnerFirm, Inc. Gay’s expertise rests in the areas of Human Resources Strategic Planning and Leadership Development. She is respected throughout the Technology Sector for the design and implementation of a unilateral leadership development program that systematically identifies and promotes ethical leaders within global organizations. Gay studied at McMaster University in Hamilton, Ontario, and completed Executive Human Resources Management studies at the University of Michigan. She was a pioneer of the Human Resources transition from tactical administration to strategic business partner and has since gathered over 20 years of industry experience, of which 15 years were spent in positions at the senior management or executive level.

Gay is experienced in collaborating with senior management to develop HR strategies and ‘hands-on’ tools that support growth, employee retention, leadership development, and succession planning. Her skills also lie in aligning cost-effective pay and benefit practices in the associated market places aligned with business goals. Her broad knowledge of general Human Resource applications, policies, practices and HRIS systems have been instrumental in improving organizational effectiveness.

Gay also has general business experience as a founder of The PartnerFirm Inc. and has managed line organizations. She has also facilitated organization effectiveness initiatives in 3rd party distribution channels during her career. She is credited with the following practical experiences:

- Experience in designing, implementing and interpreting, employee and other surveys that provide leadership key insights into their employee’s needs and thoughts.

- Developed total pay plans (base, incentive, benefit and perquisite combinations) that motivate for higher performance and are market competitive.
- Designed performance management systems that support key metrics and reinforce desired cultural behaviours
- Expertise designing interview, selection and succession programs that systematically identify the right people, with the right technical and value sets, in order to reduce turnover and associated costs
- Managed a team of HR Professionals located in 9 countries, each with multiple country responsibility.
- Directed all regional human resources strategic planning.
- Participated as a member of a Global Compensation Council
- Managed a significant culture shift, as a senior HR partner, by developing policies, a recruitment program, a leadership development process, Compensation and Benefit plans, internal survey tools and an HRM System to facilitate and reinforce the change
- Partnered with Region Presidents to design an accelerated Leadership Development program that systematically identifies ethical leaders and links to development plans, opportunities, pay systems, succession planning and stock option allocations.
- Partnered with the Regional Management team to assess the organizational effectiveness of the region's dealer and distribution network and improving sales by developing a program to increase the effectiveness of network staff through HR, Sales and Financial training programs.
- Speaker, writer and trainer in the area of Ethics in Business and Values Based Decision Making (applies to business and personal life)