

# MARCI LEWIS-RACETTE

403.801.9569



[marcirlewis@gmail.com](mailto:marcirlewis@gmail.com)



Fractional People & Culture Executive

Helping leaders connect culture and strategy to drive intentional growth

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## SUMMARY

Senior People & Culture executive with 15+ years of leadership experience, including multiple VP roles across startups, high-growth companies, and enterprises of 2,200+ employees. Expertise in building people infrastructure that supports scale, elevating employer brands, and fostering cultures where employees thrive. Known for embedding Diversity, Equity & Belonging as the foundation of healthy, sustainable organizations. Currently transitioning into fractional and consulting work, bringing executive-level expertise to help businesses of all sizes grow with strong people foundations and intentional culture.

## ADVISORY FOCUS

- People & Culture strategy and alignment with business growth
- Diversity, Equity & Belonging (DEB) integration
- Talent acquisition, retention, and leadership pipeline development
- Employer branding and employee value proposition (EVP)
- Stakeholder engagement, governance, and board collaboration
- HR infrastructure, policy development, and compliance
- Leadership coaching, mentorship, and executive development
- Change management and organizational transformation
- Compensation, benefits, and performance management frameworks
- Multi-industry expertise: technology/startups, healthcare, oil & gas

## TRAINING & ASSOCIATIONS

- CPHR Associate Member
- AI in HR - *QueerTech* Advisory Board Member
- Indigenous Awareness Training – levels 1 & 2 (Indigenous Awareness Canada)
- Safety Essentials for Supervisors and Leaders (Global Training)
- Workplace Investigation Training (Workplace Institute)
- Substance Abuse Prevention Specialist (ECS Safety Services)

## EDUCATION

### Vancouver Island University

Bachelor of Arts (incomplete)  
1996 – 2000

### University of Calgary

Human Resources Management  
Professional Certificate  
2010 – 2012

## PROFESSIONAL HIGHLIGHTS

### Canadian Virtual Gurus Inc. (Virtual Gurus) Calgary, AB | Tech / Talent Platform

Director, People & Culture | 2022 – 2023 • Head of People & Culture | 2023 – 2024 • VP, Talent & Culture | 2024 – 2025

- Drove workplace culture transformation, embedding belonging and inclusive leadership across all teams.
- Elevated employer brand and EVP, positioning VG as an employer of choice and improving talent attraction.
- Built scalable people infrastructure to support rapid growth, including recruitment, onboarding, performance, and leadership development.
- Reduced company-wide turnover to <2% across all departments through intentional retention and engagement strategies.
- Partnered with executive leadership to align culture with strategy, integrating DEB principles throughout the employee lifecycle.

### United Active Living Inc.

#### Calgary, AB | Healthcare / Residential Continuing Care

Director, Human Resources | 2020 - 2022

- Directed people strategy for 300 employees in a continuing care environment during COVID, advising the Executive Director and CEO on workforce planning, organizational effectiveness, and culture.
- Elevated the employee value proposition through innovative communications, engagement, and wellness initiatives designed to support staff through unprecedented challenges.
- Strengthened attraction and retention in a highly competitive healthcare market by developing creative, targeted talent strategies.
- Oversaw total rewards, payroll, and compliance with regulatory and accreditation standards, while optimizing HR operations for resilience and efficiency.

### Horizon North (Dexterra Group)

#### Calgary, AB | Oil & Gas Services

VP Human Resources | 2018 - 2019 • Director | 2015 – 2018 • Manager | 2007 – 2014

- Advanced through progressive leadership roles to VP, HR, supporting a workforce of 2,200 employees across 30+ locations.
- Served on the Executive Committee, reporting to the CEO and shaping HR strategy as a business driver.
- Transformed HR from transactional to strategic, implementing scalable frameworks for talent, compensation, and leadership development.
- Directed compensation strategy and designed a short-term incentive plan, aligning pay with performance.
- Improved recruitment and workforce planning through new ATS/HRIS systems and streamlined processes.
- Unified HR policies across six business units, improving consistency, compliance, and employee experience.