

Dynamic HR leadership in rapidly changing and demanding environments.

Energetic and hands-on, with proven business acumen, HR expertise, and success building trust relationships at all levels of an organization. Takes initiative to analyze opportunities and threats, develop and implement creative solutions, and follow-up to measure impact and adjust tactics. Approachable, energetic, caring, and adaptable style. Natural mentor and developer of high potentials.

- PROCESS INNOVATION** Leads change initiatives, as appropriate, to break out of constraining paradigms and invest in human capacity. Collaborates across functions to determine areas of greatest need and potential gain. Leads creation of training and coaching programs to support front line and upper level management, adjusting to fit schedule and budget. Seeks out areas for cost reduction and business efficiencies by leveraging lean concepts.
- STRATEGIC LEADERSHIP** Applies business and market understanding to determine how HR can make most substantial and efficient impact. Analyzes financial and operational realities to determine recommendations for strategic improvements. Collaborates with and engages HR and corporate leadership to develop strategic concepts and ideas.
- DEVELOPMENT OF HIGH POTENTIALS** Promotes smooth running operations through retention of high performers and investment in high potentials. Coaches and mentors VPs, managers and supervisors to increase their resilience, develop emotional intelligence, improve critical thinking, and realize better choices. Promotes highest degree of accountability through teams – philosophy of succeeding or failing together. Challenges leaders to raise the bar.

EXPERIENCE

HJY DEFENSE MANUFACTURING – *Armament Division*, Anytown, OH

2005 - 2009

Vice President - Human Resources

Leads HR functions and provides guidance to senior management at \$140M, 600 employee subsidiary, manufacturing laser guided heavy artillery targeting systems.

- ◆ Led initiative to create comprehensive supervisory training program known as “FrontTier Management,” eventually utilized in all north American and European facilities to address gaps in leadership. Program organized into 5 – 1.5 hour modules with 5-8 attendees/session. 25+ managers have completed most modules and 2 additional modules are currently in development. Personally taught “Leading the Y-Generation” module.
- ◆ Led engineering functional group in transition to lean concept; personally certified in lean. Led 5 member senior management team to implement Kwick Kaizen goals with bi-weekly check-ins for each person. Led team to achieve 25+ Kwick Kaizen goals in 2007.
- ◆ Managed level-funded \$2.1M HR budget, while meeting 15% annual service demand increases. Hired contract recruiter in-house to save \$165K+ in fees and fill 40 positions/year faster.
- ◆ Teamed with 6 other HR VPs on divisional HR team in numerous initiatives, including writing new 15+ page affirmative action plan, progressive executive and salaried compensation guidelines, and international travel policy to promote uniformity at all locations. Led bi-annual, global HR review presentation in Frankfurt, Germany in 2008.
- ◆ Selected to travel to Mexico City plant and oversee 3 month project managing RIF. Eliminated 154 positions or 45% of the workforce while maintaining efficiency metrics and positive morale.

WDC TECHNOLOGIES, Anytown, IL

1998 - 2005

Director, Midwest Operations Human Resources

Responsible for supervision of up to 7 HR staff and hands-on management of all HR services for 900+ employees in 5 mid-western plants. Coached executive team and managers. Promoted from site HR director.

- ◆ Managed significant layoff activity over several years. Facilitated closing of 2 plants with 200+ employees each. Planned and led 4 layoffs in 2 years at Operations HQ, eliminating 8-12 positions each time. Organized and announced Vancouver site closure.
- ◆ Oversaw activities of US and Canada site recruiting managers, in newly matrixed reporting structure. Interfaced with HR professionals in Europe and Canada to support global organizational initiatives.
- ◆ Established efficient processes for expense analysis and developed cost reduction strategies, including utilization of spreadsheets to reduce annual benefit cost increases by 15%.
- ◆ Saved \$155K through research and discovery of medical insurance invoicing errors. Recognized as 1st of JHC Benefits Mid-Western customers to implement HRA health plan.
- ◆ Reversed 12% annual increases in workers compensation through increased safety initiatives.
- ◆ Developed employee initiatives / events to counter morale decline over 7 year period. Wrote employee handbook from scratch.

BPJ FAMILY MARKETPLACE STORES, Anytown, AZ

1994 - 1998

Store Operations Manager

Responsible for HR, operations, and merchandising in various roles at 9 different locations of various sizes from \$50M to \$300M+ sales and from 110 to 350+ employees each.

Human Resources

- ◆ Provided employee relations support for approximately 350 managers, supervisors, and employees, including: monitoring performance, resolving conflicts, conducting training, counseling employees, overseeing terminations, and coaching managers.
- ◆ Responsible for all recruitment, on-boarding, retention, and benefits administration.
- ◆ Mentored and trained newly promoted operations managers for AZ / NM region.
- ◆ Supported safety & health programs. Managed workers compensation program.
- ◆ Partnered with loss prevention manager on safety initiatives and OSHA compliance.

Operations, Merchandising, and Inventory Control

- ◆ Led department teams to achieve \$11M annual revenue through creative sales techniques.
- ◆ Achieved 97% on-time vendor-to-store deliveries by developing relationships and improving communication. Responsible for fostering and modeling excellence in customer service.
- ◆ Served in position managing all operational departments: cashiers, customer service, receiving, computer room, and bookkeeping, encompassing approximately 120 employees.
- ◆ Held P&L accountability. Responsible for \$1.9M in inventory at highest volume location.
- ◆ Completed 28 month management fast-track training, serving in operations, merchandising, and management roles with 8 - 25 direct reports / role. Realized milestone of reaching \$200K revenue in 1 week through effective merchandising and aggressive sales.

EDUCATION

VBN UNIVERSITY, Anytown, IL

Masters in Management*Concentration in Organizational Leadership*

KLF COLLEGE, Anytown, AZ

BS in Human Resources/Industrial Relations*Minor in Psychology*