



A Results-oriented professional motivated to assist organizations that:

- Provide a stimulating, challenging and diverse environment that will benefit from my strong organizational, leadership, interpersonal skills, and technical and interpersonal competencies.
- An organization that views its team members as essential partners in successfully meeting its strategic business initiatives and goals, and values and encourages them to fully utilize their professional and technical experience to achieve those goals.

Professional Experience

Strategic Planning

Designed, developed and implemented processes and procedures to aid in achievement of strategic business initiatives and limit company from unnecessary liabilities/exposure:

- Successful creation and on-going development of human resources function from “ground up” in both public and private industries.
- “Hands on” experience in start-ups, mergers, acquisitions, and dispositions, including but not limited to due diligence, process integration and cultural transitioning.
- Development of Mission/Vision statements and Operating principles to define corporate goals and culture
- Developed, implemented and coordinated performance management program, linking it to the strategic, organizational and financial goals/needs of company.
- Policy development.
- Creation and implementation of Corporate University as vehicle to increase intellectual capital for strategic purposes.

Internal consulting

Served as a consultant to staff and management to ensure alignment of team efforts, maximizing overall ability to meet business objectives. Methodologies included the utilization of process theory, focus groups and/or training in areas such as Conflict Resolution, Project Management, Management Coaching, Team Building and Change Management.

Communications

Strengthened personal commitment and accountability of staff for achievement of organization’s goals and objectives through ongoing and effective communications:

- Initiated and implemented various internal communications (*intranet, newsletters, spot surveys*) to encourage interactive communication between staff and Leadership, with special attention to consistency of communication.
- CEO “town hall” meetings as a public forum for employees to meet with CEO, as well as reinforce corporate culture (mission, vision, operating principles) and grow business acumen.
- On-going employee surveys to solicit feedback from employees, initiating change where feasible and cost effective, and communicating “successes” back to employees

Leadership

- Continuously promotes company’s mission, values and goals; Exhibits high ethical standards of professional conduct and inspires same commitment in others; annually reviews, and makes recommendations to executive management, for improvement of company’s policies, procedures and practices in human resources matters.
- Encourages creative and innovative thinking; takes calculated risks to implement creative improvements or new programs

- Makes appropriate and timely decisions following thorough review and analysis of related facts and opinions; uses good judgment to initiate action. Consults with and advises senior management as necessary.
- Adapts leadership style to situation, task and/or person. Practices effective communication and listening skills with internal and external customers, presenting ideas and information in a concise, well-organized way both verbally and in writing.
- Brings focused, calming influence to crisis situations; organizes and directs appropriate actions.
- Encourages and supports others to work cooperatively to accomplish tasks (e.g., engage others in problem solving processes to identify improvement opportunities and achieve solutions, thinks in terms of solutions rather than problems, etc.).
- Creates and fosters positive work environment, inter- and intra-departmentally.
- Maintains balance between governmental regulations and entrepreneurial spirit of organization.

Training and Development

Partnered with senior management to develop, coordinate, conduct and maintain corporate training programs that would support and advance strategic business initiatives of company:

- Worked directly with department heads to evaluate, advise and assist in developing department-specific training for staff development and succession planning.
- Authored and conducted training (online and instructor-led), or coordinated provision of same through outside resources, in the areas of:
 - Technical skills – as applicable to department and/or industry-specific standards/goals
 - Financial/Business – to increase overall business acumen (budget, finance, project management, etc.),
 - Leadership –with senior management defined knowledge, skills and abilities necessary for successful leaders within the organization, and worked to ensure programs in place to support sustained development in such areas as managing individual and team performance, servant leadership, “peer to supervisor”, etc.
 - General – work/life issues, personal financial/retirement planning, health/wellness; community resources
 - Corporate culture – designed and implemented new hire orientation; collaborated with management to develop 90 day “on-boarding” process to successfully indoctrinate new hires to corporate culture and processes

Recruiting

Established cost effective and diverse recruiting measures to ensure optimal talent selection pool for both start-up and existing business entities, including but not limited to creative use of on-line recruiting systems, employee referral incentives, internal succession planning to realistically increase capabilities for promotion from within, thereby retaining and reinforcing the foundation of the company knowledge base. Industries successfully recruited for include healthcare, real estate, government and retail.

Compensation/Benefits

Construction and administration of total benefits package intended to attract, recruit and retain the most qualified human capital that will, through their skill set and efforts, serve to ensure the achievement of established business goals:

- Coordinated and/or conducted research, made recommendations on, and supervised administration of all compensation and benefits programs (health, welfare, supplemental insurances; retirement programs (401(a), 457(b), 401(k) and stock option programs); performance management programs.
- Interpreted local, state and federal regulations, implementing policies and procedures to ensure company-wide understanding and compliance within the area of compensation and benefits administration.
- Accountable for corporate-wide communication of compensation and benefits plans, policies and procedures, ensuring employees were “educated consumers” regarding elections and use of all benefits available to them.
- Accountable for ensuring preparation and positive outcomes for all related audits and compliance tests, such as Worker’s Compensation, 401(k), FLSA, filing of plan 5500’s, etc.

Benefits: Health and Welfare

Experience in evaluation, plan design, administration and employee education for following benefits: medical, dental, vision, retirement plans (401(k), 401(a) 457(b)), Dependent and Healthcare Flexible Spending Accounts (FSA), Welfare Benefits (“wrap”) Plan, Life and AD&D, STD, LTD, and have successfully collaborated with “inherited” and selected brokers and carriers.

- Conducted employee needs assessments utilizing surveys and other sources of information (e.g., brokers, peers, competitors, etc.), researched and analyzed existing company benefits, and provided analysis and recommendation to executive management regarding selection of new or modification of current benefits.
- Thoroughly evaluated carrier proposals during renewal periods and developed specifications for new, or modified existing, health/welfare benefits plans to maintain company’s competitive position in labor market while creatively working within budgetary constraints.
 - Established required standards of performance from both broker and carrier, resulting in
 - On average, an single digit annual increase of premiums in healthcare costs, and minimal or no increase to ancillary benefits (Life/AD&D, STD/LTD, dental, vision)
 - substantial savings in life/AD&D rates, enabling the addition of LTD coverage with no increase of cost, and STD benefits with minimal increase of cost.
 - Effected \$30,000+ savings to workers compensation premium through review and evaluation of WC codes
 - Implemented multi-state uniform benefits package, resulting in overall cost savings, administrative efficiencies and equality of benefits to all employees regardless of location.
- Transitioned company from carrier-provided health insurance to self-insured multi-state plan, which required comprehensive plan design, electing a Third-Party Claims Administrator, developing a healthcare provider network and prescription provider.

Compensation

- Coordinated and/or conducted competitive pay assessments to ensure competitive advantage within the industry.
- Made recommendation to executive management regarding pay ranges based on industry analysis.
- Established, maintained and periodically updated job descriptions to both maintain compliance with FLSA regulations, and ensure pay scales were reflective of position demands

Retention/Recognition/Employee Engagement

Increased retention, employee morale and reinforced corporate culture through the creative design, development and implementation of diverse employee relations and recognition programs inter- and intra-departmentally, including but not limited to:

- A complete overhaul of existing performance management system to create a strategy and “tool” that realistically and understandably supported corporate goals and strategies, and clearly tied each employee’s accountabilities and core behaviors necessary to their own and, in turn, the company’s success. Ultimately this program successfully reduced disciplinary issues and turnover, alternately increased retention and allowed for succession planning.
- Reduction of adverse employee morale based in cultural differences through staff education and increased interaction resulting in reduction of staff turnover, including:
 - Collaboration with local college to establish on-site ESL classes, with graduation ceremony, resulting in staff skill development, increased personal pride and confidence, and initiated foundational steps for promotion potential.
- Monitoring of employee engagement levels to identify trends and concerns.
 - Initiated and implemented cost effective corporate-sponsored events to maximize employee morale and retention, as well as reinforce corporate culture, including but not limited to: Employee Wellness and Diversity programs and initiatives; “HR Road Trips”; “Lunch and Learn” seminars; Volunteerism and fundraising events; Concierge Programs; Staff Appreciation events; Employee + Family events. Created monthly and/or seasonal employee events, such as:
 - Annual “Thanks-for-Giving” Luncheon to benefit local community causes and to encourage staff volunteerism within the community.

- “Staff Valentines” contest, whereby external customers nominated staff for recognition.
- Staff wellness through annual health fairs, “Highway to Health” program, a walking wellness program, as well as local on-site wellness seminars including “Weight Watchers”-type meetings.
- Created HR Intranet to communicate to all staff nationwide in a consistent, cohesive manner to develop an “esprit de corps” and mitigate divisiveness and separatism based on geographic locations.
- Successfully encouraged CEO to hold quarterly “town hall” meetings to dissipate employee feelings of detachment from corporate goals and encourage direct communication between staff and senior management.

Employment Law/Union Experience

- Over a 30+ year career, have successfully limited company exposure to any/all employee-related legal liabilities related, but not limited, to Sexual Harassment, EEOC/Discrimination claims, FMLA/ADA, unfair labor practices, FLSA, COBRA, HIPPA, workers compensation, and all other state and federally mandated regulations and laws;
 - Current familiarity with employee-related laws/regulations in the state of Florida
 - Previous exposure and responsibility for employee-related laws/regulations for the states of Colorado, Texas, California, New Jersey, New York, Massachusetts, Virginia, Pennsylvania and the District of Columbia.
- Previous exposure to, and responsibility for, inspection processes specific to healthcare industry (skilled nursing facility; physical rehabilitation hospital) and goals to be met to maintain specific accreditations and certifications necessary to keep hospitals running and without violations.
- Diminished potential for employee-based claims by creating educational programs and tools for management use in communicating performance issues to their staff.
- Created positive, collaborative working relationships with labor unions (32BJ SEIU, IAFF) with minimal disruption to business efficiencies and staff management.

HRIS/Payroll

Assessed and streamlined Human resources information (“HRIS”) and payroll systems to ensure accuracy in data/record-keeping requirements for general personnel, benefits, and all Federal and State-mandated rules and regulations.

- Automated time and attendance system, creating a 99.9% error-free bi-weekly payroll processing.
- Collaborated with Corporate Accounting to streamline general ledger reporting through payroll, allowing for 100% accuracy in payroll allocations/charge backs to proper corporate entities.
- Evaluated all processes related to employee life cycle, streamlining for efficiencies and cost effectiveness.
- Reduced preparation time and eliminated inaccuracies for varied required audits and compliance testing (i.e., workers compensation, retirement plans, Sarbanes Oxley, etc.).

Risk Management

Daily coordination and management of Risk Management function including, but not limited to:

- **Administration:** Managed/administered all property and casualty, worker’s compensation and health & welfare insurance policies to ensure competitively priced coverage for all exposures. Established Risk Management policies and procedures and communicated to Department Directors and employees.
- **Claims:** Responsibilities included oversight of all property/casualty and workers compensation claims. Represented employer in trials and mediation hearings. Assisted legal counsel with investigation of all suits against the organization. Compiled statistical data for reports to insurance company, actuary, and departments in organization.
- **Programs:** Coordinated Risk Management/Safety Committee; Developed recommendations to mitigate liability and address effective risk practices within the organization, including safety inspections, training, accident prevention and loss control programs, as well as other components.

Education

Master of Arts	Behavioral Sciences	Kean University, NJ
Bachelor of Arts	English	Wagner College, NY
Associate of Arts	Liberal Arts	Union College, NJ

Qualifications – Other

- 30+ years of “hands on” generalist experience in Human Resources.
- Proven ability to
 - understand an organization’s business initiatives and goals, and successfully align Human Resources’ role and overall goals, objective, policies and procedures to assist in meeting them.
 - effectively interact with all levels of management, general staff and their family members. Ability to communicate effectively both in writing and verbally. Appropriately uses sense of humor when all else fails.
 - plan and organize time and work efficiently and effectively. Can successfully manage multiple tasks, projects and priorities while remaining flexible.
- Requires minimal supervision/direction while also sensitive to client’s need for timely communication of progress.
- Computer literate: Intermediate to advanced skill level: Word, Excel, PowerPoint, Outlook; Working knowledge of various payroll, human resources, benefits, risk management and accounting programs
- Familiarity with, and limited ability to communicate in, Spanish.

Human Resources Experience

Executive Director	Lake Sumter State College	Higher Education	350-400 staff	2021 - 2023
Various Director positions	Village Center CDD	Government entity	1,200 staff	2010 - 2021
	<i>Director, Strategic Planning & Training Development</i>	<i>(2021)</i>		
	<i>Director, Human Resources & Strategic Planning</i>	<i>(2018 – 2021)</i>		
	<i>Director, Human Resources & Risk Management</i>	<i>(2010 – 2018)</i>		
Director	Roseland Property Company	Residential Real Estate (private)	230 staff	2006 - 2010
Vice President	Mack-Cali Realty Corporation	Commercial REIT (public)	600 staff	1997 – 2006
Director	ManorCare Health Services	Assisted Living, Skilled Nursing & Rehabilitation facility	200 staff	1996 – 1997
Director	Kessler Institute	Premier Rehabilitation hospital	250 staff	1991 - 1996
Regional Manager	Rickles Home Centers	Retail Home Improvement	500 staff	1986 - 1988

Prior Volunteer Activities

Florida

Lake Sumter State College	Advisory Board Member
Public Risk Management Institute	Advisory Board Member
Employers Association Forum	Board Member

New Jersey

Contact We Care Crisis Hotline	Assisted callers with diverse emergent/non-emergent needs, from providing referrals/resources to just being a non-judgmental, caring listener
Volunteer Probation Counselor	served in a coaching/counseling capacity to 1 st time juvenile offenders
Juvenile Conference Committee	As committee member, adjudicated cases of juvenile 1 st time offenders