

Who I am....

A results-oriented professional motivated to assist organizations that view their 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.

What I can do... (aka "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. Examples include:

- Successful creation and on-going development of human resources function from "ground up" for public, private and government related 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.
- Performance management programs linked 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 and gains.

Communications

Strengthened personal commitment and accountability of staff for achievement of organization's goals and objectives through ongoing and effective communications. Examples include:

- 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.
- Established CEO/leadership "town hall" sessions to dissipate employee feelings of detachment and perceived roadblocks of communication through increased leadership visibility/accessibility while reinforcing corporate culture (mission, vision, operating principles) and grow employee business acumen.
- On-going/ "just in time" surveys to solicit employee feedback before, during and after business changes that affect staff, creating efficiencies and cost savings, reinforcing employee value and communicating "successes" back to employees.

Training and Development

Partner with senior management to develop, coordinate, conduct and maintain corporate training programs to support and advance strategic business initiatives of company. Examples include:

- Collaborated with department heads to evaluate, advise and develop 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 designed programs 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 business processes.

Recruiting

Established diverse, cost effective 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 to ensure longevity of company culture and retaining of institutional. Industries successfully recruited for include healthcare, real estate, government, higher education and retail.

Compensation/Benefits

Construction and administration of total benefits package intended to attract, recruit and retain the most qualified human capital to ensure the achievement of established business goals. General examples include:

- Coordinated, researched, recommended 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) and performance management programs.
- Compliance: Interpreted local, state and federal regulations, implementing policies and procedures to ensure organization's compliance within the area of compensation and benefits administration.
- Communication: Created and implemented corporate-wide communications and schedule specific to compensation and benefits plans, policies and procedures, ensuring employees were "educated consumers" regarding elections and use of all benefits available to them, while also helping to decrease high risk claims experience.
- 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

Experienced 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. Examples include:

- Analysis and recommendation to executive management on selection of new or modification of current benefits based on employee needs assessments, other sources of information (e.g., brokers, peers, competitors, etc.).
- Carrier proposals – in addition to broker recommendations conducted thorough review and analysis during renewal periods to support company's competitive position in labor market relative to health and welfare plan designs and offerings, while creatively working within budgetary constraints.
- Cost Savings through:
 - Establishing required standards of performance from both broker and carrier, resulting in minimal annual increase of premiums in healthcare costs, and minimal or no increase to ancillary benefits (Life/AD&D, STD/LTD, dental, vision)
 - Establishing internal auditing processes that resulted in (1) substantial savings to, and addition, of voluntary/ancillary benefits, and (2) no, or minimal, increase to workers compensation premiums due to reevaluation and correction of WC codes.
 - Implementation of multi-state uniform benefits package, resulting in overall cost savings, administrative efficiencies and equality of benefits to all employees regardless of location.
 - Transitioning to self-insured multi-state plan, requiring comprehensive plan design, electing a Third-Party Claims Administrator, developing a healthcare provider network and prescription provider, and employer/employee shared premium structure.

Compensation

Examples include:

- Coordination and/or conduction of competitive pay assessments to ensure competitive advantage within the industry.
- Compensation analysis and recommendation: Based on both industry and geographic competitor analysis, including impact to cost of business and strategic initiatives.
- Job Analysis: Created and regularly maintained job descriptions to ensure compliance with FLSA regulations, pay scales were reflective of position demands, and quantifiable measures were non-discriminatorily established, maintained and tied to pay-for-performance programs in industries where applicable.

Retention/Recognition/Employee Engagement

Creatively design, develop and implement diverse employee relations and recognition programs, inter- and intra-departmentally, with focus on increased retention, employee morale and reinforcement of organization culture. Examples include:

- Complete overhaul of existing performance management system to create a strategy and “tool” that more realistically supported organizational business goals, while clearly and simply tying each employee’s accountabilities and necessary core behaviors to both their own, and the company’s, success. Project outcomes: This program successfully reduced disciplinary issues and turnover, alternately increased retention and allowed for succession planning.
- Reduction of adverse employee morale based on cultural differences through staff education and increased interaction resulting in reduction of staff turnover. Example includes:
 - 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:
- 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.

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.
- Familiarity with employee-related laws/regulations in the state of Florida (current), and earlier experience with Colorado, Texas, California, New Jersey, New York, Massachusetts, Virginia, Pennsylvania and the District of Columbia.
- Labor Unions: Created positive, collaborative working relationships with labor unions with minimal disruption to business efficiencies and staff management (*Service Employees International Union, Local 32BJ (32BJ-SEIU), International Brotherhood of Teamsters, International Association of Fire Fighters (IAFF), United Faculty of Florida (UFF)*)
- Accreditation: Previous exposure to, and responsibility for, inspection processes specific to healthcare and higher education industry and goals to be met to maintain required accreditations and certifications without violations. (*The Joint Commission, Committee for Accreditation of Rehabilitation Facilities (CARF), SACSCOC, Accreditation Commission for Education in Nursing (ACEN)*)
- Diminished potential for employee-based claims by creating educational programs and tools for management use in communicating performance issues to their staff.

Systems: 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. Examples include:

- Implementation: Evaluated all processes related to employee life cycle, eliminated intra- and interdepartmental redundancies and mitigated human error through automation of various HR functions, increasing operational efficiencies and cost effectiveness. Program familiarity: Paychex, Paycor, ADP, Paylocity, Banner
- General Ledger: Collaborated with Corporate Accounting to streamline general ledger reporting through payroll, ensuring 100% accuracy in payroll allocations/charge backs to proper corporate entities.
- Audits and compliance testing: effected reduced preparation time and eliminated inaccuracies for various industry required audits (i.e., workers compensation, retirement plans, Sarbanes Oxley, etc.).

Risk Management

Experienced in daily coordination and management of Risk Management function including, but not limited to:

- Oversight of purchase, renewal and administration of all property and casualty, worker’s compensation and health & welfare insurance policies to ensure competitively priced coverage for all exposures.

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- Compliance: Established Risk Management policies and procedures and related training to ensure compliance and understanding by leadership and staff.
- **Claims:** Oversight of all property/casualty and workers compensation claims. Represented employer in trials and mediation hearings. Aided legal counsel with investigation of all suits against the organization. Compiled statistical data for reports to insurance company, actuary, and departments in organization.
- **Mitigation:** Developed recommendations to limit liability and address effective risk practices within the organization, including safety inspections, training, accident prevention and loss control programs, as well as other components.

Key Influencer

Served as a consultant to staff and management to ensure alignment of team efforts, maximizing overall ability to meet business goals. Methodologies used to prepare for or enhance organizational change include process theory, focus groups and/or training in areas such as Conflict Resolution, Project Management, Management Coaching, Team Building and Change Management. Skills and abilities that I bring:

- Continuously promote 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.
- Encourage creative and innovative thinking; takes calculated risks to implement creative improvements or new programs.
- Makes appropriate and prompt 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.
- Adapt 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.
- Bring focused, calming influence to crisis situations; organize and directs appropriate actions.
- Encourage and support others to work cooperatively to carry out 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.).
- Create and foster a positive work environment, inter- and intra-departmentally.
- Maintain balance between governmental regulations and the entrepreneurial spirit of the organization.

Where I gained my 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
	– Strategic Planning & Training Development (2021)			
	– Human Resources & Strategic Planning (2018–2021)			
	– Human Resources & Risk Management (2010–2018)			
Director, Human Resources	Roseland Property Company	Residential Real Estate (<i>private</i>)	230 staff	2006 - 2010
Vice President, HR	Mack-Cali Realty Corporation	Commercial REIT (<i>public</i>)	600 staff	1997 – 2006
Director, Human Resources	ManorCare Health Services	Assisted Living, Skilled Nursing & Rehabilitation facility	200 staff	1996 – 1997
Director, Human Resources	Kessler Institute	Premier Rehabilitation hospital	250 staff	1991 - 1996
Regional HR Manager	Rickles Home Centers	Retail Home Improvement	500 staff	1986 - 1988

My formal Education...

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

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