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**HUMAN RESOURCES PROFESSIONAL**

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**DEMONSTRATED SUCCESS IN START-UP AND MERGER ENVIRONMENTS**

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Innovative manager with 12+ years' experience in demanding, multi-state health care environment. Trusted business partner of senior management, with proven track record in aligning human capital and business systems with the strategic vision of the organization. Consistently demonstrates ability to manage organizational risk through policy setting, benefits management and contract negotiation. Skilled human relations manager able to objectively assess the pulse of the organization. Thrives in unstructured, dynamic environment.

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**SELECTED ACCOMPLISHMENTS**

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- For multiple acquisitions, managed all phases of integration, including due diligence, transition of payroll/benefits, blending of policies/procedures and organizational cultures.
- Achieved wage parity and reduced employee turnover by 56% in one year by streamlining job titles from 108 to 56, and re-structuring job descriptions and classifications, wage scales, and merit and performance appraisal components.
- Designed \$1.2M cost-savings initiative to be implemented within 18 months; consolidated and centralized ancillary services, reduced management headcount and re-organized staff to achieve targets within 12 months.
- Independently navigated two Department of Labor 5500(s) retirement plan audits with zero findings (review period: 6 plan years).

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**PROFESSIONAL EXPERIENCE**

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**LEADING HEALTH MANAGEMENT COMPANY, Big City, Massachusetts • 1994–2004**

**Senior Manager, Human Resources**

Provided leadership for 30+ supervisors, 90+ physicians and 450 employees in complex, multi-state environment. Formulated and implemented benefits, pension and payroll objectives and policies. With legal counsel, regulatory agencies, and insurance carriers, managed highly sensitive risk-management issues affecting human resources, benefits, and payroll. Member, senior management team. Key contributor to corporate decision-making and policy development.

- Initiated and implemented human resources programs unique for a company this size, including 401(k) and retirement plans with a voice response system, daily trading for 10 funds, an earned time program, and an automated time and attendance program.
- Re-structured wage and salary administration by streamlining job titles and descriptions from 108 to 56. Also transformed wage scales, and merit and performance appraisal components. Reduced turnover by 56% the following year.
- Managed integration of numerous acquisitions, including due diligence, transition of payroll/benefits, integration of policies/procedures and organizational cultures.
- Completed strategic partnering process by merging company into ABCMed, Inc. Transitioned all programs to new corporate structures with numerous IRS and Department of Labor issues related to benefits, pension and payroll.

**SUFFOLK PHYSICIANS & SURGEONS, P.C., Big City, Massachusetts • 1986–1994**

**Manager, Human Resources, 1988-1994**

Designed and built human resources department from basic benefits and manual payroll for 140 geographically-dispersed employees to an automated full-benefits program, including payroll in excess of \$18M, benefits of \$4M+ and a retirement plan valued at \$45M with over 400 participants. Established departmental objectives, policies and priorities.

- Designed \$1.2M cost-saving initiative in partnership with CFO, scheduled over 18 months. Achieved target within 12 months by centralizing and consolidating ancillary services, reducing management headcount and re-organizing staff.
- Streamlined operations by successfully managing mergers of 14 successor retirement plans.
- Navigated two Department of Labor 5500(s) retirement plan audits with zero findings (review period: 6 plan years).

**Executive Assistant, 1986–1988**

Participated in planning, implementation and management of corporate programs and systems in this highly visible role. Exhibited leadership through fairness, candor, confidentiality and strong sense of corporate responsibility.

- Promoted to Manager, Human Resources in 24 months.

**COUNTY MEDICAL CENTER, Big City, Massachusetts • 1984–1986**

**Medical Services Coordinator**

Insured appropriate patient care by coordinating all physician-prescribed therapies, medications, procedures, maintaining up-to-the-minute floor medical status/records for up to 30 critical-care patients. Maintained inventories of all medical and business floor supplies.

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**EDUCATION/CERTIFICATIONS**

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**Associate of Science**, Big City Community College, (GPA 4.0)

**Senior Professional in Human Resources (SPHR)**, Human Resource Certification Institute

**Basic Mediation (including Ethical Standards) and Small Claims Court Certification**, County Mediation Services, Inc.

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**PROFESSIONAL AFFILIATIONS**

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Board of Directors, Western State Employers Association

Member, Medical Group Management Association (MGMA)

Member, Society for Human Resource Management (SHRM)