

MARY J. SMITH

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SENIOR HUMAN RESOURCES PROFESSIONAL

Extraordinary successes in start-up, merger and consulting environments.

Seasoned HR manager with 14+ 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.

**HR Infrastructure • Policy / Risk Management • Regulatory Compliance • M&A • Benefit / Payroll Systems
Wage & Job Parity • Retirement Plans • Process Improvement • PEOs**

PROFESSIONAL EXPERIENCE

THE DERMATOLOGY GROUP, PC, Any City, NY • 2007-Present

High-growth, 13-physician practice with goal of becoming "employer of choice" in New Jersey. 110 employees across 8 locations.

Senior HR Consultant

Engaged to audit HR function and build new infrastructure to support rapid growth. Assess company risk and recommend appropriate HR strategies and tactical initiatives. Coach CAO, VP of Operations, and HR Manager.

- Gained credibility within environment of employee unrest and mistrust due to previous under qualified administrators by performing companywide PTO audit (3-year time period). Established audit trail, uncovered severe "wage and hour" risk issue, and numerous automated payroll system issues. Renewed trust among managers and rapport across all employee groups.
- Enabled new management team to understand Professional Employer Organization (PEO) contractual arrangement, strengths and weaknesses, and how to protect company interests.
- Overhauled and upgraded HR and payroll functions, systems and processes to meet regulatory requirements. Transitioned prior Practice Manager out of HR function. Audited and uncovered job descriptions non compliant with FLSA and ADA regulations. Pulled employee handbook from distribution.
- Mapped out HR responsibilities and developed job description. Hired and trained mid-level HR Manager.
- Within 1 month, identified \$12,000 in annual cost savings by correcting calculation of holiday hours.
- Developed 2008 merit program, revised performance appraisal rating system, and automated rating system to merit program.

CAREER NOTE: Traveled extensively for husband's career, 1998-2007. Received Basic Mediation certification, actively tutored adult learners, and performed varied volunteer activities.

COMMONWEALTH HEALTH MANAGEMENT SERVICES, INC. (CHMS), Pittsfield, MA • 1994-1998

Fully integrated, multi-specialty group practice encompassing 90+ physicians, 30+ supervisors, and 450 employees in complex, multi-state environment.

Senior Manager, Human Resources

Provided HR leadership 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 HR 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 automated time and attendance.
- Re-structured wage and salary administration by streamlining job titles and descriptions from 108 to 56. Transformed wage scales and merit and performance appraisal components. Reduced turnover by 56% the following year.

COMMONWEALTH HEALTH MANAGEMENT SERVICES, INC., Selected Accomplishments, continued:

- 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 CHMS into ProMedCo Management Co. Transitioned all programs to new corporate structures with numerous IRS and Department of Labor issues related to benefits, pension and payroll.

BERKSHIRE PHYSICIANS & SURGEONS, P.C., Pittsfield, MA • 1986-1994

Regional multi-specialty group of medical practitioners.

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 2 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 18 months.

BERKSHIRE MEDICAL CENTER, Pittsfield, MA • 1984-1986

Award-winning, 302-bed regional medical center.

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.

EDUCATION and CERTIFICATIONS

Associate of Science, Berkshire Community College (GPA 4.0)

Senior Professional in Human Resources (SPHR), Human Resource Certification Institute, 1998

Basic Mediation (including Ethical Standards) and Small Claims Court Certification

Berkshire Mediation Services, Inc.

PROFESSIONAL AFFILIATIONS

Board of Directors, Western State Employers Association
Medical Group Management Association (MGMA)
Society for Human Resource Management (SHRM)