

SUSAN Z. BALDWIN, PHR

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HUMAN RESOURCE EXECUTIVE

Will optimize recruiting and hiring processes, drive leadership development, build collaborative HR partnerships, minimize EEOC charges, and resolve complex, sensitive HR issues.

Articulate, innovative HR leader with 15+ years in strategic leadership positions. Played key roles in developing and executing multiple successful initiatives ahead of schedule and within budget. Skilled at earning trust and respect throughout the organization and delivering the tools and techniques necessary for counseling staff and complying with HR best practices. Strategic thinker and hands-on leader who focuses on setting clear expectations, holding staff accountable, providing sound counsel and vision, and building high-performance teams through positive reinforcement, open communication, and development of individual strengths. Polished analytical, customer service, mediation, interpersonal, and consensus-building skills. Member of Society for Human Resource Management (SHRM) and American Society for Training and Development (ASTD). MBA from University of Virginia's Darden School. Areas of expertise:

Executive Coaching

Organizational Design

Performance Management

HR Policies & Processes

Benefits Management

Employee Relations

Merger Strategies

Compensation Management

EEO & AAP Compliance

HR Metrics & Measurement

Change Management

Diversity Issues

HRIS Project Management

Succession Planning

Talent Development

PROFESSIONAL EXPERIENCE

ABC COMPANY, Chicago, IL

2002 – Present

Provider of transportation and security solutions to corporations and public entities.

Vice President of Human Resources – Lead HR for 1,500 employees in 12 states. Hired to revitalize company with high vacancies, low morale, and poor benefit programs, infrastructure, and strategy. Direct recruitment and retention, EEO resolution, employee relations, legal issues, compliance, compensation, benefits, and workers compensation. Manage HR budget, three HR administrators, and six regional HR managers. Selected contributions:

- **Organizational Restructuring:** Moved organization from self-insured to fully insured benefits status within six months; reduced employee costs, lowered company's out of pockets, enhanced line-level employee benefits, increased 401(k) match, and offered flexible spending and dependent-care spending packages.
- **Leadership Succession:** Strengthened leadership continuity by developing and executing a robust, multi-level, succession-planning process.
- **Claims Reduction:** Decreased employment and wage-related claims 45% by developing and implementing a corporate compliance/EEO communication and response program.
- **Expense Control:** Attained company's highest annual decrease in lost-time expenses, a 36% reduction in workers compensation costs, through education and repetitive processes design.
- **Talent Acquisition:** Played critical role in hiring and retaining key leadership personnel after 2003 realignment; executed innovative approach to management hiring, tailoring pre-employment assessments to measure and rate candidates.
- **Outside Counsel:** Reduced outside counsel costs \$53,000 per month by collaborating with line and unit managers to provide training and development as well as solid HR counsel.
- **Recruitment Management:** Executed productive recruitment and on-boarding strategy for hourly workers; plan included 100% electronic retention/storage of employment records. Decreased recruiting costs by initiating an employee-referral program and increased staff morale by launching an employee appreciation program.
- **Compensation Structuring:** Enhanced compensation by launching a cutting-edge competency/KSA-based compensation banding and bonus structure that linked training, HR, and business performance through a 360-degree feedback program.
- **Training Initiative:** Established company's first training department structure; managed expansion of training's role and created a leadership position to further develop the department's strategy and success.

PROFESSIONAL EXPERIENCE

XYZ FINANCIAL CORPORATION, Charlotte, NC

1995 – 2002

Bank holding company specializing in credit cards, home loans, auto loans, and savings products.

Director of Change Management (2000 – 2002): Led communications, change consulting, and training activities to implement \$100 million global, multiyear transformation of corporation's financial reporting infrastructure. Held full accountability for daily management of program scope, schedule, resources, and budget. Selected contributions:

- **Change Execution:** Drove transformation from awareness through to acceptance and adoption by creating change management strategies that utilized solutions builders as communication and change managers; developed a detailed project work plan and recruited and trained cross-functional teams to lead implementation.
- **Communications:** Earned trust and credibility of system stakeholders by keeping them informed and involved in the process and by creating opportunities for input into the design and solution implementation.

Corporate Associate Relations Manager (1999 – 2000): Motivated and directed teams in execution of several initiatives. Selected contributions:

- **Customer Satisfaction:** Improved customer satisfaction measurements and HR associate-to-employee ratios from 1:250 to 1:1500 by designing, managing, and implementing corporate consolidation of all associate relations support to centralized call center; earned buy-in from affected field HR consultants by including their input in consolidation process.
- **Relationship Management:** Led team of 10 associates in effective resolution of associate relations issues for 30,000-person company, including CEO/president and executive complaint resolution.

Senior Human Resources Consultant (1995 – 1999): Recruited to provide executive coaching and HR consulting to two teams; led changes in associate relations and performance management.

- **Associate Satisfaction:** Improved associate morale by initiating and facilitating associate teams that focused on improving problem areas identified by associate survey information.
- **Project Management:** Aligned associate performance with business objectives by leading rating and performance project for 1,500 IT employees.

MAJOR FURNITURE COMPANY, Atlanta, GA

1990 – 1995

Human Resources Manager – Hired as an assistant HR manager and promoted after six months. Supervised 10-member team and developed and executed all HR policies, programs, and procedures for 20,000+ employees in 25 states. Managed employee relations, EEO resolution, mediation, government compliance, and manager recruitment and development. Served as primary contact for outside counsel on all employment-related civil litigation; conducted on-site investigations of harassment complaints and union labor disputes. Selected contributions:

- **Acquisition Integration:** Led integration of HR processes for four business acquisitions within five years; developed best practices for design and delivery of benefits, compensation, and employee relations programs.
- **Talent Acquisition:** Recruited, interviewed, and selected 150+ talented operating managers located throughout the U.S.; promoted diversity from top down.
- **Expense Control:** Reduced litigation expenses an estimated \$435,000 through successful mediation; investigated, responded, and prevailed in 96% of 150+ EEO charges without using outside legal counsel.
- **Suit Mitigation:** Lowered potential for sexual harassment suits by developing and implementing a management-response program used by 550 line managers; program included specific, action-oriented steps.

EDUCATION

MASTER OF BUSINESS ADMINISTRATION

1990

Darden Graduate School of Business Administration, University of Virginia, Charlottesville, VA

BACHELOR OF SCIENCE IN ORGANIZATIONAL MANAGEMENT & DEVELOPMENT

1987

University of North Carolina, Chapel Hill, NC