

A versatile human resources generalist with 19 years of progressively increasing responsibilities in providing organizational development, compensation and benefits, recruitment, employee relations, and compliance for OEM and consumer products manufacturing companies and a leading national human resources consulting firm. Set up human resources departments, including staffing and training.

Expertise includes outstanding skills in employee relations, legal and government compliance, policies and procedures, staffing, compensation and benefits, organizational development, and mergers and acquisitions.

### **EXPERIENCE**

**Zebra Technologies Corporation**, Warwick, Rhode Island

1999-2008

#### **Human Resources Manager**

Established the company's first human resources function for a manufacturing subsidiary of the largest specialty printing company in the country, serving the automotive, pharmaceutical, postal, medical, financial, retail distribution, warehousing, defense, transportation and shipping industries with sales of more than \$900 million.

- Created and implemented policies and procedures for all areas of human resources, including staffing, employee relations, compensation, compliance, benefits, performance management, and training and development for a workforce of up to 450 manufacturing, engineering, product management, quality control, information technology and sales staff. These procedures were placed online for management use.
- Coordinated the consolidation of human resources functions covering 300 impacted employees for three Rhode Island facilities as a result of the integration of two acquisitions. These included identifying employees to be retained, compliance with WARN Act guidelines, development of retention and severance plans ensuring staffing levels were adequate for on-going manufacturing requirements, and the coordination of outplacement and state-funded training and education programs.
- Worked closely with senior management, providing strategic, tactical and analytical guidance for human resources initiatives.
- Established effective working relationships and credibility with internal and other corporate operations.
- Coached and guided managers in writing job descriptions, effective performance reviews and applying employee corrective action.
- Created, developed and implemented innovative recruiting strategies that effectively attracted and retained employees for Rhode Island operations.
- Instituted salary and succession planning procedures that brought the facility in compliance with corporate standards.
- Significantly reduced temporary agency costs by re-negotiating temp-hire markups, time-to-convert and the number of agencies.
- Provided background and guidance concerning six employee complaints that were resolved without litigation.
- Developed and implemented formal family/medical leave guidelines and procedures.
- Implemented the conversion of the Rhode Island Payroll/HR systems to a company-wide installation of the Lawson Payroll/HR system.

**Zebra Technologies Corporation, Continued**

- Assisted in the development of the compensation program, which included salary structures and job descriptions for all employees at the Rhode Island facility.
- Participated on a company-wide initiative to ensure consistency in company policies and procedures that were placed online for management use.
- Conducted training workshops for management, covering leadership, performance reviews, performance goals, sexual harassment, conflict resolution, coaching, safety and compliance.
- Implemented the company's affirmative action plan, which included an applicant tracking system and management training.
- Designed, developed and implemented metrics that tracked turnover, headcount and number of days-to-fill open requisitions.

**Reed-Rico/PCC Specialty Products, Inc.**, Bristol, Rhode Island

1998-1999

**Human Resources Manager**

Established a human resource function for the Rhode Island facility of a \$3.5 billion manufacturing company providing components and tooling for the aerospace, power/energy, commercial/military, automotive and general industrial market sectors. Created and implemented policies and procedures, which included staffing, employee relations, compensation, training and development, and performance management.

- Provided strategic, tactical and analytical leadership for human resources initiatives.
- Created, developed and implemented strategic recruiting procedures that attracted more than 100 quality candidates.
- Developed a proposal and budget for a Rhode Island Economic Development Corporation (RIEDC) set-aside training grant for new hires. This resulted in the company receiving a \$348,000 training grant.
- Developed and implemented new hire orientation and employee handbook.
- Guided and coached managers on writing job descriptions, performance appraisals and employee disciplinary documents.
- Developed a management training program covering interviewing skills, sexual harassment and effective listening skills.
- Assisted in the development of a formal compensation program, which included development of pay structures, placement of positions based on market data, job descriptions and management training.
- Managed the site's implementation of the ADP Payroll/HRIS system.

**Garland Industries**, Coventry, Rhode Island

1991-1998

**Human Resources Manager**

Established the human resources function for a privately owned \$16 million specialty pen manufacturer. This included writing the company's policies and procedures manual, training, organizational development, staffing, compensation, benefit plans, employee relations, compliance, and safety.

**Garland Industries**, Continued

- Eliminated \$22,000 in monthly unemployment insurance charges through the creation and implementation of sound employment practices.
- Created and implemented a safety program that reduced accidents by more than 50%, resulting in zero lost work days for two and one-half years.
- Negotiated premiums for all benefit programs, including medical, dental and life insurances.
- Managed the company's human resources information systems and payroll programs, covering more than 200 employees.
- Trained managers on compliance with federal and local labor laws.
- Assisted the chief executive officer by scheduling production and resolving manufacturing problems during periods of her absence.

**The Gibbens Co.**, Needham, Massachusetts and Las Vegas, Nevada

1989-1991

**Unemployment Account Manager**

Liaised between employers and state unemployment agencies for unemployment claims and trained client company management on how to deal with unemployment cases for a national human resource consulting firm dealing exclusively with unemployment issues. The company had hundreds of corporate accounts located in offices throughout the United States. Maintained a 98% success record in eliminating fraudulent unemployment claims for client companies.

**AFFILIATIONS**

Society for Human Resource Management (SHRM)  
Human Resource Management Association of Rhode Island (HRM-RI)

**EDUCATION****Community College of Rhode Island**, Warwick, Rhode Island

General courses in business, marketing, English literature and composition

**Bryant University**, Smithfield, Rhode Island

Certificate in Human Resources Management

**Development Dimensions International (DDI)**, Pittsburgh, Pennsylvania

Certified Training Facilitator, Leadership Development

**Center for Creative Leadership**, Colorado Springs, Colorado

Certified in Creative Human Resources Leadership

**Additional Courses:** Workers' Compensation Law; Conducting Internal Investigations; Development of New Hire Orientations and On-boarding Programs; Sexual Harassment; Business Code of Conduct; Sarbanes-Oxley; Family/Medical Leave Act (FMLA); Oracle report writing; Lawson and ADP Human Resources and Payroll Information Systems; Establishing SMART Goals; Effective Performance Reviews; I-9 Laws and Recordkeeping; Records Retention; Effective Listening Skills; Leading vs. Managing.