

SUSAN PIERCE, PHR

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EXECUTIVE SUMMARY

Human Resources Executive with over 14 years of comprehensive human resources experience including recruitment and retention, conflict resolution, change management, labor relations and benefits administration. Proven experience collaborating with senior management to conduct Human Resources strategic planning in order to support and further corporate goals. Possess broad knowledge of human resources in a variety of sectors including union and non-union environments and Fortune 500 companies with a large number of exempt/non-exempt employees. Demonstrated experience initiating cost containment strategies resulting in significant savings. Excellent ability to address and implement strategic plans for talent acquisition, retention and succession planning. Proven skills in labor and employment law including complaint investigation to thwart legal action.

Expertise in:

- ◆ Operations Management
 - ◆ Training & Development
 - ◆ Employee Relations
 - ◆ Compensation/Benefits Design
 - ◆ Harassment/EEO Compliance
 - ◆ Policy Design & Administration
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PROFESSIONAL EXPERIENCE

GRUFF & TRELLIS, GREENVILLE, SC

2003 - PRESENT

Human Resources Director. 100-year old commercial real estate company. Report to President of company. Transformed HR from administrative role to strategic business partner, including working with senior management to drive key business and implement performance initiatives. Conducted extensive analysis of existing HR organization and developed business plan to update all policies, procedures, services, programs and operations. Direct human resource functions, including recruiting, hiring practices, benefits and compensation. Developed standardized organizational model to clarify authority and responsibilities. Led transformation of company perception of bureaucratic HR function to value added service.

- ◆ Rewrote 20-year old Employee Manual, including revising outdated policies to ensure compliance and adding new policies to improve morale.
- ◆ Achieved voluntary turnover rate of 0%.
- ◆ Utilized networking contacts to locate clients, resulting in virtual elimination of external recruitment.
- ◆ Attained 100% win rate in unemployment claims.

RIZZA CONSTRUCTION COMPANY, BURLINGTON, VT

2001 – 2003

Human Resources Manager. General building contractor with \$350 Million in annual revenues and 1000 exempt and non-exempt employees over 35 jobsites. Supervised staff of 3. Developed hiring plans and conducted interview training plans to ensure compliance with state and federal regulations. Performed as key driver in design and implementation of leading edge ESOP program, an effective recruiting tool. Collaborated with IT to program and design comprehensive applicant tracking system to integrate with current HRIS. Accountable for linking HR initiatives to corporate strategic business plan. Oversaw OFCCP audits and through built rapport and proactive responses, obtained high ratings and prevented fines and rework. Conducted strategic negotiation to obtain cost savings on premium renewals and improved benefit plans.

- ◆ Conducted extensive recruiting as sole recruiter accountable for filling 150 management, technical and professional positions in 2 years.
- ◆ Served as sole non-VP employee selected to Executive Council. Provided ongoing tactical support and advice in setting growth objectives.
- ◆ Introduced new employee orientation and individualized training, resulting in 97% satisfaction record.
- ◆ Spearheaded succession planning initiative, resulting in projected reduction of hiring expenses by approximately 30% over 5 years.
- ◆ Established union avoidance program, resulting in deflection of 4 organizing attempts within first 6 months.
- ◆ Developed in-house craft worker training programs, resulting in approximately \$500,000 training cost savings.
- ◆ Reduced vacancy turnaround time from average of 45 days to 20 days.

PROFESSIONAL EXPERIENCE (continued)

SOUTH CORPORATION, TAMPA, FL

1999 – 2001

Director of Human Resources. \$300 Million subsidiary of national design and build Real Estate Development Company with over 900 exempt and non-exempt employees over 15 locations. Created and directed Human Resources department. Direct supervision of staff of 2. Developed and established performance management, progressive discipline policy and recruitment policy guidelines for hourly and salaried employees. Implemented flexible benefits plan, incentive pay, and rewards and recognition programs. Developed HR grassroots programs to link field units with headquarters and expand corporate organizational vision. Expanded internal training initiative to contain supervision and leadership programs, including conflict management and performance evaluation improvement. Created and instructed all training programs.

- ◆ Launched internal recruitment function, reducing recruitment expense by approximately \$350,000.
- ◆ Restructured bloated organizational structure, streamlining administrative staff by 40%.
- ◆ Rebuilt benefits program by consolidating providers and renegotiating contracts. Successfully maintained benefit costs with 1% increase in premium over 2 years and achieved savings of \$70,000 in first year.
- ◆ Attained 100% win rate in unemployment claims.
- ◆ Conceived, developed and implemented series of innovative HR programs, services and leadership initiatives, including comprehensive supervisory training, performance-based incentive compensation programs and succession planning.

TRANSWORLD AIR LINES, ATLANTA, GA

1992 – 1998

Fortune 500 company with over 70,000 employees. Attained multiple promotions including Senior Analyst for Personnel, Equal Opportunity and Diversity Analyst, and Manager of Olympic Human Resources Programs.

Senior Analyst – Equal Opportunity & Diversity. Accountable for ensuring compliance with federal and state fair hiring practices and EEO regulations. Investigated all sexual harassment, discrimination, and wrongful termination complaints for organization. Conducted nationwide field training for prevention of sexual harassment.

- ◆ Collaborated with senior management in 6-month process of evaluating over 500 job classifications in order to determine workforce reduction process. Additionally, developed industry-specific best practices benchmarking program as catalyst for reorganization.
- ◆ Introduced Corporate Diversity Training Initiative as mandatory training for all supervisor, manager, and executive level employees, an initiative still in current use.
- ◆ Drove reduction of sexual harassment claims by as much as 12% within first 6 months of training.

Manager – Olympic Human Resources Programs. Selected by senior management to fulfill Delta's contractual obligation as "Official Airline of the 1996 Centennial Olympic Games." Recruited, trained and managed 1000 employee/volunteers in multiple venues throughout Atlanta. Developed compensation, public relations and multi-cultural programs.

- ◆ Honored by 1996 Atlanta Committee for the Olympic Games and Delta Airlines for outstanding leadership of Sponsor Volunteer Program.

Analyst/ Senior Analyst – Personnel. Held concurrent positions due to recognized management skill.

Facilitated and supported line staff and management in personnel issues. Directed procurement of all internal and external corporate forms.

- ◆ Chosen by senior management as part of elite group to undertake training for upper management.
- ◆ Created, updated and maintained library of 3000 corporate policies and procedures.

EDUCATION & PROFESSIONAL AFFILIATIONS

UNIVERSITY OF SOUTH FLORIDA, TAMPA, FL

Masters of Business Administration, in progress

STETSON UNIVERSITY, DELAND, FL

Bachelor of Arts Degree, Psychology

Professional in Human Resources (PHR)

Society for Human Resource Management (SHRM)