

Chris Ross, MBA, CHRL

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EXECUTIVE SUMMARY

Strategic Human Resources Business Partner with a proven track record of partnering with senior leaders to drive workforce strategy, organizational effectiveness, and enterprise transformation across global, regulated environments. Leveraging data, analytics, and digital HR solutions to modernize HR delivery, enable better decision-making, and align talent and rewards strategies. Delivers measurable impact through executive partnership, and scalable people solutions across multi-entity organizations.

CORE COMPETENCIES

Strategic HR Leadership: Business Partnering, Organizational Development, Change Management, Executive Coaching;

Talent & Culture: Talent Acquisition, Talent Management, Employee Engagement, Leadership Development, Succession Planning;

HR Operations & Analytics: Digital HR Transformation, Workforce Analytics, Total Rewards Strategy, Governance & Compliance, Payroll Management;

Digital Innovation & AI: Proficient in leveraging AI and automation tools for HR analytics, workforce planning, and process optimization.

KEY ACHIEVEMENTS

- **Led large-scale mergers and organizational transformations**, partnering with executive leadership to redesign operating models, align talent to future-state strategies, and manage complex change across multiple business entities.
- **Enabled digital HR transformation** through integration and automation, improving data accuracy and reducing operational friction across systems and databases.
- **Directed enterprise-wide compensation and benefits programs**, driving pay equity and aligning rewards with performance.
- **Modernized HR operations** by integrating data automation tools and digital dashboards, reducing manual effort and improving decision velocity.

PROFESSIONAL EXPERIENCE

BMW Group — Toronto, Canada (Automotive & Financial Services)

Manager, HR Planning & Steering | Nov 2024 – Current

- Lead HR planning, analytics, and people operations, setting OKRs aligned with divisional objectives and business growth priorities.
- Directed compensation and benefits strategy across multiple entities (~300 employees), integrating merit, bonus, and pension governance.
- Enabled digital HR transformation through database integration and automation, improving data accuracy and reducing operational friction.
- Delivered executive workforce insights and predictive simulations to inform leadership decisions on headcount and retention.
- Integrated responsible AI and automation into HR workflows, enhancing workforce planning, analytics, and operational efficiency while ensuring ethical use, data integrity, and governance alignment.
- Partnered with internal and external auditors (PwC, EY) to ensure regulatory compliance and maintain governance excellence across jurisdictions.

Manager, Human Resources Business Leader | 2020 – Nov 2024

- Served as trusted HR advisor to Sales and Finance leaders, aligning people strategy with commercial performance and organizational resilience.
- Partnered with executives to improve leadership effectiveness, resulting in sustained gains in engagement and retention.
- Directed compensation, benefits, and pension administration for a 300-person client group, maintaining competitive positioning and internal equity.
- Led regional HR initiatives, optimizing policies, processes, and programs for scalability and efficiency.

Mitsubishi UFJ Financial Group — Toronto, Canada (Global Corporate & Investment Banking)

AVP, Regional HR Business Partner | 2018 – 2020

- Advised executive leaders across Corporate Banking, Securities, and Risk divisions on workforce strategy, leadership development, and change management.
- Directed annual compensation cycles (merit, bonus, equity), ensuring governance alignment across regulated entities.
- Strengthened compliance and operational readiness through collaboration with OSFI, FINTRAC, and IIROC regulators.

Human Resource Manager | 2012 – 2018

- Oversaw HR operations during a major entity conversion, aligning policies and structures with global standards.
- Implemented HR systems (Workday, Ceridian, LMS) achieving seamless global integration and adoption.

AEGON Canada — Toronto, Canada (Global Insurance)

Employee Experience and Brand Lead | 2009 – 2010

- Led employer brand and people strategy initiatives — from onboarding transformation to internal comms and cultural campaigns focused on retention, engagement, and growth.

EDUCATION

MBA, Wilfrid Laurier University — 2019

Bachelor of Commerce (Human Resources Major), Toronto Metropolitan University — 2012

Business Administration Diploma (HR & Accounting), Durham College — 2011

DESIGNATIONS

Certified Human Resources Leader (CHRL) — 2014

National Payroll Institute Member (NPI) — 2020

Insights Discovery Accredited (IDA) Certified Trainer — 2018

DIGITAL HR & ANALYTICS ENABLEMENT

Platforms: Workday, SuccessFactors, Ceridian, ADP

Analytics & Reporting: Power BI, Tableau, Advanced Excel, Python, SQL

Project Tools: Microsoft Suite, Visio, Jira, Asana, Confluence