

Global Human Resources Executive

HR STRATEGY | MERGERS & INTEGRATIONS | TALENT ACQUISITION & DEVELOPMENT | LEGAL & REGULATORY COMPLIANCE

EXECUTIVE SUMMARY

Compassionate, articulate corporate HR strategist supporting growth and profitability by aligning staffing levels, talent mix, and HR processes with organizational objectives.

Collaborates with board and C-team on achieving corporate objectives while focusing on employee engagement, satisfaction, and work/life balance to reduce turnover, increase productivity, and resist unions.

Directs workforce planning and implementation across multiple industries, including hospitality, fast food, manufacturing, cruise line, and staffing sectors.

Leads mergers and integrations of large employee populations with minimum business disruption. Manages culture change from front; ensures appropriate diversity levels. Leverages technology to boost HR efficiencies across global employee networks.

HIGHLIGHTED ACHIEVEMENTS

- Introduced KPI-focused bonus program to slash cruise-ship-based staff turnover from 70% to 45% and cut open berth days to 1% in high-turnover industry.
- Integrated 122 new locations and 4,500 new staff, tripling workforce, with no disruptions as company grew rapidly from 62 to 184 locations across 9 US states and Brazil.
- Consistently exceeded promotion-from-within target of 90% through close collaboration with operations leaders on succession planning and employee development.
- Achieved 100% ACA compliance by early 2015 to avoid non-compliance fees; cut OSHA incidents to 23% below industry standard, driving 2-year, \$500,000 saving in workers' compensation and liability claims.

CORE COMPETENCIES

Workforce Planning • Employee Engagement • Culture Change/Management • Leadership Development • Employment Law
Staff Mergers/Integrations • Union Relations/Avoidance • Performance Management • Staffing/Business Alignment
Risk Management • Diversity Initiatives • Succession Planning • HRIS

PROFESSIONAL EXPERIENCE & ACCOMPLISHMENTS

IMAGE PHOTO | Miami, FL

Global Director of Human Resources/Head of Human Resources | 2016—Present

\$100M cruise ship photo gallery concession, the world's largest. Operations on 40 cruise ships worldwide.

Chief HR executive directing global workforce planning and HR operations for 800 employees on 40+ cruise ships. Manage 9 direct reports with budget responsibility of \$5M; report to company President.

Maintain employee-oriented culture emphasizing empowerment, high performance, customer focus, productivity, goal attainment, and recruitment/development of a superior workforce. Implement training stressing professionalism and customer service.

Focus on KPIs, performance improvement systems, and employee engagement initiatives.

- Slashed employee turnover rate from 70% to 45% and reduced open berth days to 1%. Developed and implemented a KPI-based bonus program which helped to improve employee engagement, reduce turnover and improve profitability.
- Crafted and deployed effective performance training programs for dining room, portraits, gangways/embarkation teams, boosting engagement and productivity.

STARBOARD GROUP MANAGEMENT COMPANY | Coral Springs, FL

Corporate Human Resources Director/Head of Human Resources | 2012—2016

\$250M company managing 184 Wendy's restaurants across 9 states and Brazil.

Top HR role, directing HR strategy and operations for 6,000 employees in 184 restaurants in AL, FL, IL, MI, MS, NJ PA, VA, and WI, plus 5 in São Paulo, Brazil. Reported to CEO and President. \$15M budget responsibility.

Led rapid HR expansion and integration during rapid growth, including workforce planning, employee relations, regulatory compliance, and benefits management, during 3-year period during which Starboard acquired 5 new companies and tripled in size.

Outsourced and consolidated IT systems during growth to avoid need for new IT staff. Transferred payroll responsibilities and associated compliance and tax risks to outside vendor. Outsourced employment verification, unemployment claims verification, and FMLA tasks, saving \$42,000/year.

Transformed employee manual to digital form with updated content compliant in all states and communicating consistent message and policies across large and varied network of business units.

- Co-led seamless integration of 4,500 new staff at 122 newly acquired locations with existing 1,500 staff at 62 locations as company grew from \$100M to \$250M over 3 years, melding cultures, processes, IT systems, and operations without disruption.
- Consistently exceeded 90% inside promotion target by close collaboration with operational leaders on talent requirements and succession planning needs.
- Boosted number of job applicants completing WOTC questionnaires by 20%, increasing tax credits by \$60K in one year.
- Cut OSHA recordable rating to 23% below industry average, saving \$500,000 in workers' compensation and general liability claims over 2 years.
- Reached 100% compliance with Affordable Care Act requirements by early 2015, avoiding all non-compliance fees; cut HR-related legal fees by 20% through improved management training; captured \$9,000 in state training grant funding.

MARDI GRAS CASINO | Hallandale Beach, FL

Corporate Human Resources Director/Head of Human Resources | 2006—2012

2000-employees in 3 locations comprised of Casino (FL), Casino & Resort (WV) and Harness Track (MI).

Recruited to build and direct new HR department, hiring, training, and placing 1400 employees across 3 properties. Led multi-location team of 11 HR professionals in FL, WV, and MI, reporting to COO.

Reformulated all HR policies and procedures; created new job descriptions; re-wrote employee handbook.

Sold business case/ROI for new HRIS and performance management system to C-suite; sourced and led implementation of new system and directed required staff training.

- Hired and placed over 1400 employees for 2 unionized facilities (WV-United Steel Workers & MI-Teamsters Unions); created job descriptions, directed recruiting, designed and implemented training and onboarding program.
- Maintained South Florida's only union-free casino workplace by creating employee-empowered culture with focus on employee engagement and job satisfaction.
- Formed strategic partnership with area universities in creation of dealer training programs to ensure adequate local talent for casino expansion to West Virginia.
- Saved \$700,000 in health coverage costs by transitioning to self-funded health plan; captured additional 2-year saving of \$1M by increasing employee participation in company wellness plan by 35%.

EARLIER EXPERIENCE

Human Resources Manager, Tropical Shipping, Miami, FL

Human Resources Manager, National Linen Service, Fort Lauderdale, FL

Senior Staffing Supervisor, Personnel One, Deerfield Beach, FL

Operations Manager, Gulfside Supply, Deerfield Beach, FL

EDUCATION & CERTIFICATION

Master of Science, Human Resources Management (*cum laude*; GPA 3.98), Nova Southeastern University, Davie, FL

Bachelor of Science, Business Administration and Management, Florida Atlantic University, Boca Raton, FL

SPHR (Senior Professional in Human Resources) Certification, Society for Human Resources Management

SHRM-SCP (SHRM-Senior Certified Professional), Human Resources Certification Institute

PROFICIENCIES

PeopleSoft, HR Source, Taleo, and People Matter

Fluent in English, Spanish, and Portuguese

PROFESSIONAL MEMBERSHIPS

Society for Human Resources Management (SHRM)

Human Resources Association of Broward County (HRABC)

Greater Miami Society of Human Resources Management (GMSHRM)