

BUSINESS AND HUMAN RESOURECES LEADER

- ✓ Highly organized, influential and people-oriented decision-making leader who combines **20 years of progressive human resources management experience** with a sound knowledge of employment and health and safety, US and Canadian legislation.
- ✓ A trusted leader who leverages solid project management and leadership skills by coaching management and department heads and provides excellent guidance on developing successful departments, cultures, environments, HR strategies and programs, achieving predictable outcomes while meeting current and forecasted business requirements.
- ✓ Excellent communicator with high level of diplomacy and negotiation skills, engages effectively with all levels of employees within organizations to drive positive culture change in processes and systems.

AREAS OF EXPERTISE

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|------------------------------------------------|---------------------------------------|-----------------------------------------------|
| • People Management                            | • Project Management                  | • Change Management                           |
| • Operations & Management                      | • Offshore Initiatives                | • Succession Planning & Turnover              |
| • Mergers & Acquisitions                       | • Strategic Planning                  | • Human Resource Planning                     |
| • Organizational Effectiveness                 | • Compensation Management             | • Occupational Health & Safety                |
| • Employment Agreements & Contracts            | • Performance Management              | • Corrective Discipline                       |
| • Training & Career Development                | • Coaching & Mentoring                | • Policy & Procedure Development              |
| • Employment Law & Labour Relations            | • Immigration Applications and Visas  | • Conflict Management & Resolution            |
| • Employee Relations & Staff Retention         | • Recruitment, Selection & Onboarding | • ESA/Canada Labour Code                      |
| • Corporate & Employee Goals, MBOs and Metrics | • Employee Engagement                 | • Office 360, Excel, Word, PowerPoint & Adobe |

PROFESSIONAL EXPERIENCE

Business and Human Resources Consultant, Thrive Minds Consulting2024 - Present

Part of Thrive Minds vision is to continue to provide extraordinary solutions, working with each organization needs by understanding goals, culture, and people, and provide comprehensive services backed up with measurable results.

- Boosting business efficiency: Streamlining processes to enhance operational efficiency and reduce costs, while maintaining quality and speed
- Enhancing organizational effectiveness: Structuring your organization to optimize team performance and effectively achieve business objectives
- Developing strategic business plans and initiatives: Facilitating the development of strategic plans that define clear objectives and outline actionable steps for sustainable growth
- Enhancing employee engagement: Implementing HR strategies that improve employee satisfaction and engagement, foster transparent communication and collaboration, and support work-life balance and mental health
- Coaching senior management: Working with senior management to align HR strategies with business objectives, creating a positive and inclusive work environment
- Restructuring for operational success: Leading significant restructuring and cost-reduction initiatives that enhance operational efficiency
- Leading strategic HR initiatives: Developing and implementing strategic initiatives that support sustainable growth and organizational effectiveness

Director, Employee Engagement, Truly Green/Cedarline Farms, Chatham, ON2021 – May 2024

Part of the senior management team responsible for People, Culture and Strategy. Focusing on organizational issues and achievements, so that implemented decisions will help the organization reach its goals, growth and success. Working with each function to ensure clarity within the company's direction.

Responsible for the foundation of the company's HR, H&S and Operations departments, Human Capital and Culture, to integrate our people into the full scope of business operations evaluating how the impact of human capital benefits the overall organization - a comprehensive focus on strategic business initiatives and the wellbeing of our people and success of the entire company.

- Create and maintain vision, provide clarity and leadership
- Accountable for management, leadership, and direction for the HR, H&S and Operations departments
- Provide guidance to management teams on organizational matters and avoiding litigation and other potential losses

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- Promote culture and engagement initiatives that retain our talent and lead to high performing teams
- Develop and drive organizational effectiveness
- Work hand in hand with the president on business development and confidential matters
- Developing strategies and policies that promote sustainable growth
- Help ensure business objectives are achieved

**Director, Human Resources, The Andersons, Blenheim, ON (CA&US)****2017 – 2021**

*Responsible for strategic planning and delivery -focusing on people and culture, using transparency to gain traction. This plan was developed through an integration and sale of a division. Creating efficiencies and consistencies while harmonizing resources and minimizing labour expenses from 55% to 30%.*

*Implementation of a companywide restructure, streamlining initiative and reducing labour costs by \$2M for 2018; successfully lead highly focused communications efforts and redesign of the company, building capabilities to sustain change management and organizational effectiveness practices. Member of the leadership team and responsible for creative solutions to meet future objectives and goals.*

- Accountable for managing HR, Payroll and Branch Management, overseeing daily operations and HR management to further drive company efficiencies.
- Restructured company organizational structure to be more competitive, create synergies and, therefore, responsible for resultant change management needs.
- Created, presented and implemented incentive compensation plans for executive and sales staff.
- Creating and report on the Financial Plan for labour and expenses to the board of directors for approvals.
- As an integral part of the company executive team, adeptly develop key objectives/goals/strategies.
- Spearhead engagement with employees as a role model to improve staff effectiveness and further develop a progressive and engaged culture that drives profitability. Employee retention initiative.
- Responsible for providing direction, role clarity and refining expectations to ensure the company is operating at maximum effectiveness.
- Responsible for resourcing and operational management, labour planning and budgeting.
- Part of the coaching and mentoring of peers (at the executive group and manager's level).
- Part of the executive team who reports and presents frequently with the Board of Director members.

**Senior Human Resources Manager****2008 – 2017****Autodata Solutions Company, London, ON**

*Promoted from Human Resources Generalist to Senior Human Resources Manager. Accountable for implementing, directing and monitoring Human Resources operations while overseeing 250+ employees and leading the company during rapid growth from 100 to 600 CA & US employees. Business and Executive Partnering - Involved in diagnosing current state, stake holder alignment, organizational effectiveness, transformation planning and change management.*

- Reduced labour costs by \$3M in a 3-year plan through offshore initiatives.
- Part of the Senior management team with strategic focus on growing and moving the company forward.
- Ensured organization complied with Accessibility for Ontarians with Disabilities Act (AODA), Bill 148, Crisis Response and Respect in the Workplace legislation:
  - Developed and communicated company policies and procedures so organization's practices complied with applicable legislation.
  - Created training on complying with policies as part of new employee orientation program.
  - Trained 500 employees annually across U.S. and Canada in Crisis Response and Respect in the Workplace.
- As part of the strategic planning and implementation of mergers and acquisitions, **successfully aligned company's processes, policies and procedures during mergers** by facilitating focus groups from both companies to get agreement on tools, processes and culture.
- Organizational effectiveness and change management initiatives.
- Developed and implemented several programs and initiatives including:
  - Career Development program to help employees define career paths and achieve career objectives.
  - Offshore initiatives in India and Philippines.
  - Business development and risk management.
  - Succession Planning program to develop future leaders and ensure adequate replacement for key positions.
  - Mentorship program to support employees in desired roles.
  - Pay for Performance initiative to motivate and recognize employees for excellent performance.
  - Employee, health and safety, and wellness benefits for U.S. employees to offer competitive compensation and benefits packages.
- Designed and conducted corporate recruitment plan and strategy for several major projects that were critical to market share retention such as the GM data project where 38 people were recruited in two weeks.
- Implemented a **training and development program for 20+ directors, managers and supervisors** in Canada and U.S.; coached and mentored them on managing employees from grass-root level to high level leadership.
- Reduced costs by 30% by implementing an offshore department that distributed data for automotive industry stakeholders to use when marketing and selling products.

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- **Managed several budgets** in areas such as training, resourcing, compensation and operations; largest budget more than \$100K per annum.
- Implemented Crisis Response team to handle emergency communications in all 6 locations.
- Monitored salary surveys, job evaluations, job descriptions and promotions to verify employee compensation remained competitive in the marketplace.

**Manager & Human Resources Generalist, The Athletic Club, Guelph & London, ON****2006 – 2008***Accountable for supervising approximately 16 employees while overseeing daily operations and HR management.*

- Partnered with 4 managers to set up the Guelph club from the ground up: Carried out all recruitment processes for selection and onboarding to build strong team of individuals who shared the company's values and work ethic.
- Implemented new customer service processes, practices and procedures to improve efficiency and professionalism.
- Created training and development packages so employees could learn new skills and grow with the company.
- Implemented a monthly bonus competition to motivate employees to increase sales; mentored staff on best sales practices through performance reviews and continuous feedback.
- Developed and maintained positive relationships with clients through membership sales and facility tours.
- Gathered members' feedback on services and motivated staff to implement improvements.
- Managed employee records and documentation to ensure all information was accurate and up-to-date.

**Team Leader & Human Resources Management, Blackburn Radio Inc., Chatham, ON****Jun. – Nov. 2006***Led a crew of 3: directed and delegated daily tasks, appraised performance; liaised with management on the staff's progress*

- Created mission statement on the culture and objectives, and vision statements on the company's goals.
- Directed, managed and trained 4 summer patrol team staff to promote the radio station's culture and events within the city to ensure employees followed the company's standards of professionalism.
- Developed **HR best practices handbook** that discussed HR policies and best practices in onboarding employees, training, employment standards, employee relations, recruitment and selection.
- Built job descriptions on all levels for 30 employees so they understood their responsibilities and accountabilities.
- Prepared progress reports and organized weekly meetings to apprise the Marketing Director on daily operations.
- Created employee communications to foster a collaborative environment where all employees understood the company's policies and procedures.

**Human Resource Generalist (Internship), Siemens VDO, Chatham, ON****May – Jun. 2006**

- Worked collaboratively with the Director to develop and document Health & Safety, WSIB, and Workplace policies in the Employee Handbook to make sure staff complied with the company's policies.
- Recruited and selected unionized employees including administrative staff, line workers and trades people to build a strong workforce.
- Onboarded employees by providing and scheduling training plans that aligned with employees' professional development plans.
- Attended collective agreement meetings and employee issue meetings; amended the collective agreement so it remained up-to-date.
- Created compensation reports to verify wages were competitive in order to retain talent and boost morale.
- Fostered positive employee relations and consulted employees to resolve issues.
- Entered benefits into the system and provided employees information on their benefits.
- Ensured new hires got certified in WSIB and Health and Safety to prevent workplace accidents.

**ACHIEVEMENTS & COMMITTEES****Business Achievement Award – Excellence in Human Resources**, London Chamber of Commerce**Canadian Red Cross First Aid and CPR**, Vantage**Mental Health First Aid Certified**, Mental Health Commission of Canada**Implemented Crisis Response Team**, Autodata Solutions Company**Families In Need Committee****Implemented Wellness Committee**, Autodata Solutions Company**Organized Women's Fastball Team**, including sponsorship and funding**Varsity Volleyball Athletic Award**, Most Improved and Most Dedicated**Chatham Youth Soccer Association****Dresden Minor Soccer Association****Dresden Minor Baseball Association****Erin Deline Consulting**, Business & Human Resources Mgt initiatives, Coaching, Investigations, Mediations

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## EDUCATION & PROFESSIONAL DEVELOPMENT

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**Workplace Investigations Training and Certificate Program**, Bernardi Human Resources Law LLP, Online

**Coaching and Mentoring**, Western University, London, ON

**Leadership IQ**, The Science of Leadership Academy, Washington, DC, U.S.

**Professional Certificate in Advanced Leadership**, Western University, London, ON

**Professional Certificate in Coaching**, Western University, London, ON

**Doing to Leading**, Global Knowledge, London, ON

**Delegating Deliberately**, Global Knowledge, London, ON

**Communication Essentials**, Global Knowledge, London, ON

**Organizational Effectiveness**, Conestoga College, Online

**Human Resources Management Post Graduate**, Lambton College, Sarnia, ON

**Sports & Recreation, Business Management**, Lambton College, Sarnia, ON