

Lisa Richer Bender, Ph.D.

Experience:
1997 - 2012
(retired)

The MITRE Corporation, Bedford, MA
Vice President & Chief Human Resources Officer

- Reporting to CEO, responsible for an integrated HR strategy for a 1.4B (not-for-profit) professional services firm with 7,000 employees worldwide.
- Manage a \$18M HR budget and a staff of 125.
- Transformed HR function from traditional functional organization to business-centered partnership with a centralized service center for routine HR transactions.
- Innovative solutions and new practices implemented in web-based recruiting and HR transaction processing, leadership development and coaching programs; executive compensation; employee engagement survey; benefits design and workforce planning.
- Named to Fortune's 100 Best Companies to Work for – 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011.

1980 – 1997
1995 – 1997

Digital Equipment Corporation, Maynard, MA
Group Human Resources Manager; System Business Group

- Development and implementation of the integrated HR strategy for a \$5.2B business with over 3,500 employees including introduction of variable compensation and new practices in performance management, competency-based selection and assessment of management practices.
- Completion of organization design and implementation from functional engineering organization to market-driven businesses with profit/loss responsibilities.
- Direct management responsibility for full range of HR services (compensation, staffing, development and learning and business partners) with a staff of 30 people.

1993 – 1994

Human Resources Manager; Corporate Product Marketing & Engineering

- Developed and implemented integrated HR strategy.
- Delivered organization design consultation to the start-up of a new product business.
- Led the implementation of staffing, compensation, skills assessment and workforce rebalancing.

1989 – 1993

Organization Development Manager; Corporate Operations

- Created cross-functional business processes and structures to increase the COO's ability to manager interdependencies across Sales, Marketing and Engineering.
- Provided consultation to officers and senior vice-presidents on strategic planning, organization design, restructuring and effectiveness.
- Developed innovative model for cross-functional integration.
- Led the coordination of strategic organization development work and resources across multiple businesses.

1985 – 1989**Organization Development Manager; Product Operations**

- Provided organization development consultation across Engineering, Marketing and Manufacturing.
- Designed and facilitated forums and process to effectively manage planning, budgeting and product strategy.
- Mentored and educated human resources professionals in organization development and human resource consultation.

1982 – 1985**Organization Development Manager; Engineering**

- Implemented an engineering-wide climate assessment program.
- Created strategic planning processes used for defining product strategy.
- Led conflict resolution activities to eliminate a line of business and retention of key employees.

1980 – 1981**Senior Personnel Consultant**

- Delivered complete range of human resource programs and services.

1987 – 1994**Boston Institute for Psychotherapy, Boston, MA**

- Director (and creator) of post-graduate program in organization development and human resource consultation. Managed faculty, supervisors and enrollment.

1975 – 1980**Buffalo Organization for Technological and Social Innovation**

- Provided organization consultation to vast range of government, private, educational and social agencies. Applied research methodologies to promote social change.

Education:

Boston Institute of Psychotherapy, Post-Doctorate in Clinical Psychology (1986)
 State University of New York at Buffalo, Ph.D. in Social Psychology (1979)
 City College of New York, B.S. in Psychology (1971)

Professional Memberships:

Licensed Psychologist and Health Services Provider in Massachusetts (#4054)
 American Psychological Association
 Center for Creative Leadership – Certified on Benchmarks™
 Certified ICF Coach: Georgetown Executive Leadership Coaching Program (2009)

Agnes S. Generoso

Objective

A board or commission position where I can leverage my extensive career in public service.

Professional Strengths

Effective leadership to optimize employee engagement, manage differences and inspire award-winning high performing teams in large organizations; specialize in utility operations management and Human Resources; expertise in the application of employment laws, Civil Service Rules, public sector employee policies, and Memoranda of Understanding to manage employee issues; effective communication strategies to accomplish widely varying organizational purposes, in presenting to government regulatory bodies, negotiating with labor organizations, and directing the work of staff, to empowering groups, recognizing employees, and assisting citizens.

Career Summary

May 2013 - September 2018 | Deputy Director, Wastewater Collection Division, Public Utilities Department, City of San Diego

Responsible for divisional leadership over the municipal wastewater collection system of the City; responsible for a staff of over 200 employees and a budget of \$43 million; set Division goals and policies; planned, organized and managed Division operations; served as the appointing authority over divisional personnel, directing and managing personnel matters including but not limited to hiring, employee engagement, reward and recognition, illness and injury management, fact finding, discipline and performance management, conducting grievance and appeal hearings, and engaging in negotiations with labor organizations; represented the department and/or City before regulatory boards, commissions and the City Council.

October 2009 - April 2013 | Program Manager, Wastewater Operations Branch, Public Utilities Department, City of San Diego

Functioned as the Assistant Deputy Director-at-large for multiple large wastewater operating divisions, overseeing branch-wide management of workforce issues including employee performance, leaves, vacancies, investigations and discipline; performed operations efficiencies analyses, developed recommendations, and oversaw implementation; led negotiations with labor organizations; heard grievances and appeals of disciplinary action; prepared and presented items to City Council / Council Committees and other governing bodies; and, participated in the development and review of the Department's Strategic Initiatives Plan.

March 2012 - October 2012 | Interim Deputy Director, Wastewater Treatment and Disposal Division, Public Utilities Department, City of San Diego

Responsible for divisional leadership over the San Diego regional wastewater treatment and disposal system; responsible for a staff of over 270 employees and a budget of \$89 million; set Division goals and policies; planned, organized and managed Division operations; served as the appointing authority over divisional personnel, directing and managing personnel matters including but not limited to hiring, employee engagement, reward and recognition, illness and injury management, fact finding, discipline and performance management, conducting grievance and appeal hearings, and engaging in negotiations with labor organizations; represented the department and/or City before regulatory boards, commissions and the City Council.

September 2006. - October 2009 | Human Resources Manager, Public Utilities Department, City of San Diego

Managed broad range of human resources programs and functions, including: hiring processes, payroll, investigations, reward and recognition, employee illness and injury program, labor negotiations, workforce planning, vacancy management, department work standards, mentorship program, performance management, and special projects; department coordinator for the successful implementation of the SAP HCM module; represented the department before the Civil Service Commission and on Citywide task forces to review and develop employee policies; managed the HR Office's \$2.9 million budget; oversaw development and distribution of a wide variety of HR reports for management use such as overtime reports, discretionary leave use, vacancy tracking, etc; developed human resources programs, policies and procedures to comply with legal and policy requirements, and management directives.

January 1996 - December 1997 | Labor Relations Officer, Office of the City Manager, City of San Diego

Lead negotiator for two major labor unions, performing contract negotiations and interpreting labor/management contracts; resolved labor-management disputes; project lead over the Citywide Managerial Compensation Study and Management Performance Review Plan projects; hearing officer in Step 5 grievances and appeals of benefit denials; represented the City Manager before City boards and committees; facilitated the City's Labor Advisory Committee meetings, chaired the City's ADA Committee; conducted recruitment and selection processes for unclassified management positions.

Education

Bachelor of Arts Major in Psychology, Minor in Management, University of the Philippines

Brigid Hernandez SPHR

SUMMARY

Experienced professional with 15 years of progressive Management and Human Resources responsibilities of a Fortune 500 company with proven ability to motivate teams to achieve results through excellent leadership and a talent for developing strong teams. Seeking to utilize my Human Resource and Management experience for your company.

AREAS OF EXPERTISE

*Talent Development *Performance Management *Succession Planning *Campus Recruiting *Employee Relations
 *Strategic Planning *Risk Compliance *Performance Reviews *Payroll Budgeting *Operational Expense

PROFESSIONAL EXPERIENCE

California Cancer Associates for Research and Excellence, January 2020-Present

Human Resource Director, San Diego, CA

cCARE is the largest Private Practice, Oncology group in California. Responsible all aspects of the Human Resource department that supports 7 clinical facilities and 2 administrative offices comprised of 30 physicians and 350 employees including nurses, technologists and clinical/administrative supporting roles. Department responsible for recruiting, payroll, employee relations, benefits, work comp, and compliance. Created new policies and procedures for ER investigations, safety program including OSHA IIPP and employee annual review. Conducted competitive pay analysis and created salary ranges for positions. Provide managers and supervisors with direction and training on performance, conduct, discipline, policies and procedures related to employee relations issues. Reports to CEO, Board of Directors and Shareholders.

Valley Radiology Consultants Medical Group, January 2016- January 2020

Human Resources Director/ Compliance Officer, Escondido, CA

Manage Human Resource department and all HR functions for 4 facilities including payroll, benefits, succession planning, executive recruiting, contracts, policy and procedure creation and implementation, hiring and onboarding, and team morale. Serve as company Compliance Officer and manage company compliance program. Benefit administration including negotiating new health plans for open enrollment, conducting open enrollment meeting and process, updating benefits status' for employees through the year and auditing monthly bills for accuracy. Manage company recruiting for physician, executive, exempt, technologist and hourly staff positions by creating and posting job ads, screening, interviewing and onboarding. Created company climate survey, analyzed results, created and executed action plan to improve employee morale and reduce turnover. Updated HR policies and procedures to be legally compliant including LOA, workers comp, required posters, file retention, company hand book, quarterly and annual filings and company training programs. Migrated payroll system from Paylocity to ADP Workforce Now. Maintain HRIS system with confidential employee data. Work with the COO, CEO, President and Board of Directors to approve and implement new and update existing policies.

Target Corporation, 2005-2015

Director, People and Store Operations, San Diego, CA December 2010- July 2015

Manage \$45M location with 350 exempt, hourly and seasonal team members including 8 assistant managers and 14 department leaders. Worked to attain maximum profits, sales, return on investment, market share, guest goodwill and team member satisfaction. Store sales 10% over last year exceeding financial forecast and goals, achieving payroll expense and hours, and achieving all measurable goals. Led implementation and execution of core HR programs including talent reviews, succession planning, performance management and compensation for entire team. Administered benefits, annual open enrollment, ER investigations, workers comp, safety programs, and policy creation. Influenced and managed multi-site staffing, development and management training plans. Reduced employee turnover to the lowest in the district and improved employee engagement year to year. Directed operational and personnel functions in the areas of human resources, logistics, loss prevention, sales floor, front end, pharmacy and food. Trainer for new company roll outs, district leadership skills classes and new-in-roll Store Managers. Create and conduct team building for mid-level and exempt leaders to improve morale and create team connections.

Senior Executive Merchandise Leader, San Diego, CA September 2008- December 2010

Manage sales floor, personnel and merchandise operations of 80M facility including 4 exempt level assistant managers, 21 department leads and 275+ team members. Responsible for sales floor instocks through headquarters and distribution center partnerships, signing and brand execution, planning product launches and improving gross margin by minimizing product risk. Development of teams through coaching, recognition, mentoring, and hiring.

Operations and Supply Chain Manager, San Diego, CA April 2005-September 2008

Managed operation in 70M facility by identifying and minimizing risk in total store operations including logistics including remote warehouse, sales floor, loss prevention, point of sale process and financial expense reporting to improve profitability. Developed partnerships internally and externally to improve financial results, address opportunities, and improve processes. District trainer for new in role exempt level managers. Identified and developed talent, performance management, campus recruiting, succession planning and labor relations.

Brigid Hernandez SPHR

Safeway Corporation, 1996-2005

Store Supervisor, San Diego, CA

Supervised front end operations in \$73M location including manager on duty responsibilities. Ensured the completion of weekly schedules, payroll processing, and time-off requests. Responsible for store supply ordering and expense budgets. Worked to delivery on company Customer Service promise and secret shopper program with front end team members. Handle team member concerns, theft and shortage opportunities as they arise.

EDUCATION

California State University San Marcos Bachelor of Science- Business Administration 2003-2005

Earned degree from the College of Business Administration with emphasis in Service Sector Management and Human Resources. Capstone project included a financial review of the City of Vista including a cost analysis from 1973 to 2005 and projected future economic stability including recommended cut backs.

Palomar College, San Marcos Undergraduate coursework 1998-2003

CERTIFICATE

HR Certification Institute Senior Professional in Human Resources December 2015

VOLUNTEERISM

Shoal Creek Elementary School Foundation Board Member, Girls Scouts of San Diego Co-Leader, Shop with a Cop with Star Pal Event Leader, Making Strides Breast Cancer walk Team Representative, I love a Clean San Diego Team Leader, San Diego River foundation Participant, South Bay Community Services Event Leader, Heart of America Library Makeover Event Coordinator, and Feeding America Team Leader

Resume

Harold V. Rucker

Skills

Presiding Judge

Judge; administrative law

Attorney; civil, criminal and administrative law

Professor; business law, administrative law, government, history, political science Computer

knowledge and training in various software programs

EEOC investigator for California Unemployment insurance Appeals Board(CUIAB)

Experience

April 2018 - PRESENT

Harold Rucker Law, Jamul, Ca - Attorney

- Social Security Disability Appeals

August 2000 - Present

Cuyamaca College, El Cajon, Ca - Adjunct Professor

- Administrative law for Paralegals-Online and face to face
- Business Law-Online and face to face
- Worker's Compensation Law-Online and face to face

January 2008 - Present

Southern States University, San Diego, Ca - Adjunct Professor

- Business law
- Organizational leadership

September 1987 - November 2014

California Unemployment Appeals Board, San Diego, Ca - Administrative Law Judge

- Appeals Hearings
- Conducting administrative law hearings
- Writing decisions
- Training judges
- Quality review
- Management and supervision of judges and staff

Williams and Rucker Attorneys at Law 1981-1987

- General civil and criminal law practice

San Diego County District Attorney

- Trial deputy

Education

August 1970 - June 1974

University of San Diego School of Law - Juris Doctorate

General law studies

January 1969 - December 1970

San Diego State College - Master of Arts

Political Science

February 1967 - December 1968

California State College Long Beach - Bachelor of Arts

Public Administration

General studies relating to public administration and political science

Honors

Strategic Plan Committee 2001 - 2002 for CUIAB

California Judges Association 1995 - President

Professional Licenses and Associations

Member California State Bar, Lic. 69346

Member American Bar Association

Janice L. Sperow

Full Time Arbitrator, Mediator, Dispute Prevention Specialist, Workplace Investigator & Neutral with extensive experience and analytical depth who resolves disputes fairly, efficiently, and cost-effectively. Distinguished arbitrator, mediator, and/or frequent Chair of the Arbitration Panel with the AAA, CPR, San Diego Superior Court, WIPO, FINRA, NFA, ROSE, BBB, and NAM. Former litigator with Morrison & Foerster and Managing Partner of Ruiz & Sperow. Inducted into the National Academy of Distinguished Neutrals

(NADN). Chief Arbitrator in complex, three-week class action arbitration. At Morrison & Foerster, helped successfully defend the then largest Title VII class action in history. Clerked for Judge Cardamone of the Second Circuit Court of Appeals and externed for Chief Judge Wallace of the Ninth Circuit. Community leadership includes Judge *Pro Tem*, San Diego Superior Court, President of the National Association of Women Lawyers, and strong *pro bono* legacy. BA, *magna cum laude*, UC Berkeley. JD, *summa cum laude*, UCSF Hastings College of the Law.

ARBITRATOR & MEDIATOR

- | | |
|---------------|---|
| 4/17-Present | <u>Full Time Arbitrator, Mediator, Dispute Prevention Specialist, Workplace Investigator & Neutral</u>
Handling all disputes, with specialization in commercial, employment, trade, large commercial cases, mass claims, financial, intellectual property, consumer, and expedited. See www.janicesperow.com . |
| 4/17-Present | <u>Panel Chair & Arbitrator, American Arbitration Association (AAA)</u>
Specialized qualifications in large commercial, employment and labor, commercial, intellectual property, expedited, consumer, and <i>pro se</i> disputes. Also serve on AAA's Workplace Investigations Panel. See www.adr.org . |
| 10/18-Present | <u>Arbitrator & Mediator, San Diego Superior Court</u>
San Diego Superior Court arbitrator and mediator for civil disputes. Member of SD Superior Court Civil Mediation Panel. See www.sdcourt.ca.gov ADR. |
| 1/20-Present | <u>Arbitrator & Mediator, Int'l Inst. Conflict Prev'n. & Resolution (CPR)</u>
Specialized qualifications in commercial, employment, banking, financial services, mass claims, and <i>pro bono</i> disputes. Member, Dispute Prevention Panel, Dispute Prevention Committee, and Panelist for CPR-FTI Legal Innovators Flat Fee Mediation Program. See www.cpradr.org . |
| 11/18-Present | <u>Arbitrator, World Intellectual Property Org. (WIPO)</u>
Specializing in all intellectual property disputes, especially in the technology and entertainment fields. See www.wipo.int . |
| 3/17-Present | <u>Arbitrator, National Arbitration & Mediation Ass'n (NAM)</u>
Arbitrator for all disputes, specialization in commercial and employment matters. See www.namadr.com . |
| 6/20-Present | <u>Arbitrator & Mediator, the FORUM</u>
Arbitrator and mediator for all disputes, specialization in commercial and employment matters. See www.adrforum.com . |
| 1989-Present | <u>Chief Arbitrator & Arbitrator, FINRA Dispute Resolution</u>
Arbitrator in all financial disputes for Financial Industry Neutral Regulatory Authority with specialized qualifications in employment, contract, injunction, and expungement matters. See www.finra.org . |
| 9/18-Present | <u>Arbitrator, National Futures Association (NFA)</u> |

Janice L. Sperow

Arbitrator for all commodities-related matters. See www.nfa.futures.org

8/18-Present Arbitrator, ROSE IPR Arbitration
Specialized qualification in all intellectual property disputes including patent and trade secret matters. See www.rosedatabase.com/arbitration

4/18-Present Arbitrator, Better Business Bureau (BBB)
Qualified in all business, auto line, commercial, and consumer disputes for the bureau's Pacific Southwest Region. See www.bbb.org

1989-1995 Chief Arbitrator, San Francisco Bar Association
Appointed by SF Bar Association to resolve client-attorney disputes.

JUDICIAL

12/19 Mediator, San Diego Superior Court, "Settlement Days"
Appointed by SD Superior Court to assist with judicial mediations

4/18-Present Judge Pro Tem
San Diego Superior Court

1997 Hearing Officer, San Francisco
Appointed by then Mayor Willie Brown with management and union confirmation to preside over public transportation disputes.

1986-1987 Federal Judicial Clerk, Honorable Richard J. Cardamone
U.S. Court of Appeals for the Second Circuit, New York.

1986 Federal Judicial Extern, Honorable J. Clifford Wallace
U.S. Court of Appeals for the Ninth Circuit, San Diego.

LITIGATOR

1995-2018 Managing Partner, Ruiz & Sperow, San Francisco, Emeryville & San Diego
Specialized in employment law matters, training, alternative dispute resolutions, intellectual property, workplace investigations and training, and commercial litigation for public and private sector clients.

2016-2017 Of Counsel, Powers Grewal
Consultant on litigation, special education, disability accommodation, and ADA.

1987-1994 Litigator, Morrison & Foerster, San Francisco
Litigated civil suits and specialized in complex commercial litigation, intellectual property, trade secrets, alternative dispute resolution, and employment matters.

1992 San Francisco Public Defender, San Francisco
Successfully tried over 90 criminal cases during 3 ½ month *pro bono* project.

EDUCATION

1989-Present AAA, FINRA, NFA, BBB & Court Arbitrator & Mediator Trainings
See separate list of topics

University of California at San Francisco, Hastings College of Law
Graduated with Juris Doctorate *summa cum laude*, second out of over 400 students.

University of California at Berkeley

Janice L. Sperow

Graduated with Bachelor of Arts *magna cum laude* with High Honors.

PROFESSIONAL ORGANIZATIONS, COMMUNITY SERVICE, & HONORS

National

National Academy of Distinguished Neutrals, American Bar Association Dispute Resolution Section, National Association of Women Lawyers, President, Executive Board Member.

State

State of California Senate Certificate of Recognition in Honor of Outstanding Community Service 2015, California Women Lawyers, Second Vice-President & Executive Committee, Board of Governors, California Women Lawyers President's Award; State of California Board of Governors' Award for Outstanding *Pro Bono* Legal Services Contributions.

Local

Award for Outstanding Sexual Harassment Training Coronado Naval Base; PTA Program Director 2013-17; PTA Award for Outstanding Community Service.

Publications

J. Sperow, "Discovery in Arbitration: Agreement, Plan, and Fairness-One Arbitrator's View," April 2019, ABA, Section of Litigation, Alternative Dispute Resolution Website, Practice Point.

J. Sperow, "10 Reasons Arbitration Beats Traditional Litigation," CPR blog, May 22, 2020, <https://blog.cpradr.org/2020/05/21/10-reasons-arbitration-beats-traditional-litigation/>

Forthcoming: J. Sperow & D. Greco, "As Courts Reopen, the Backlog Looms. Is Arbitration the Answer to Delayed Trust & Estate Disputes?"

Anthony Chartrand SPHR, SPHR – SCP, THRP

Executive Profile

Human Resource Executive with extensive experience integrating strategic business & HR strategies. Have consistently demonstrated the positive business impact of well aligned & executed HR practices. Also accomplished at driving large-scale organizational change.

Professional Experience

Pechanga Resort and Casino, Temecula, CA

2007 – December, 2016

Vice President Human Resources and Talent Management

- Designed & executed complete restructure of HR function with focus on business KPI's & organizational support.
- Lead The Board and Executive team to define key business priorities & align all HR systems to support those priorities.
- Act as business partner, advisor, & coach of the organization, Executive Team, & Board of Directors.
- Developed and implemented fully integrated talent management system.
- Implemented a fully automated pay-for-performance, performance management system.
- Developed award-winning strategic Talent Acquisition process
- Achieved Best-In-Class employee engagement for 2 consecutive years

Viejas Enterprises, San Diego, CA

2003 - 2007

Vice President Human Resources

- Successfully re-engineered the HR function to a pro-active, business-focused organization in a metrics-driven environment. In the process created an energized, engaged HR team who were valued and sought out in their roles.
- Introduced and implemented the Balanced Scorecard process to drive organizational priorities and performance. Significant year-over-year improvements were achieved in each year implemented.
- Re-designed and implemented a high energy, creative, guest hospitality program that reaped benefits for the organization monthly over 2 years.
- Developed & implemented a core leadership competence model and subsequent development plans.
- Revised numerous HR policies to derive thousands of hours of lost productivity.
- Initiated & drove organizational action from annual employee engagement surveys.

Ericsson
1986 - 2003

Ericsson Wireless Communication Inc., San Diego, CA (1999-2003)
Vice President Human Resources

Provider of CDMA wireless infrastructure equipment for the telecom market.

- Successfully managed the acquisition and integration of Qualcomm's CDMA Business Unit to Ericsson through strategic and operational initiatives.
- Development and implementation of bi-annual employee engagement survey with associated action plans yielded 30% annual improvement for two consecutive years.
- Recognized by SHRM for Workplace Excellence Award in 2000, and Best Company to work for in San Diego in 2000 and 2001.
- Developed strong business-focused HR team to support the company's business strategy.
- Implemented strategies to ensure alignment of all HR practices to business objectives, including core competence requirements, Leadership development and communication.

Ericsson Network Systems, Richardson, TX
Director Human Resources (1997-1999)

A \$400 M supplier of multimedia communications networks including fixed, wireless, broadband, internet, and high speed access products.

- Successfully completed the design and implementation of a customer driven and fully matrixed organization.
- Managed consolidation of 50+ temp agencies to a single site based agency resulting in estimated annual savings \$600 K.
- Productivity metrics and process improvements through Total Quality Management yielded annual productivity improvements of approximately \$500 K.
- Executed strategy for the startup of two wireless business units within the division which were designed and staffed for approximately \$600 M of orders in their first year of operation.
- Developed an internal, cross-functional communications team to identify and execute the communications needs of the business impacting the quality, timeliness, and delivery of internal communications.

Ericsson Raynet, Menlo Park, CA
Vice President Human Resources (1995-1997)

A \$600 M full service provider of fiber access products for use in the transmission of telephony and video over fiber.

- Successfully integrated this acquisition into the Ericsson family and culture within 6 months.
- Developed comprehensive and strategic integration plan, which contributed to reducing employee turnover and dissatisfaction from 45% to less than 20% in 7 months.
- Developed effective and innovative compensation strategy aligned with business objectives to enhance competitive position in Silicon Valley.
- Planned and implemented the restructuring and transition of manufacturing operations to Sweden.

Ericsson Communications, Toronto, Canada
Director Human Resources (1990-1994)

International supplier of communications products and systems, including, wireless, mobile data, paging, trunked radio systems and cellular phones.

- Developed and led plan for successful integration of Ericsson and General Electric joint venture.
- Researched and negotiated federal training grants in excess of \$500K for training and development of hardware and software engineers, and entry-level supervisors.
- Provided executive leadership, management team commitment, and company wide motivation to achieve ISO 9000 certification in 11 months.
- Successfully negotiated collective labor agreements which realized significant cost savings while maintaining a stable work environment.
- Reengineered key business processes including order administration, return material authorizations, and customer service operations, through implementation of total quality management which resulted in significant productivity savings and reduced operation costs.

Ericsson Research, Montreal, Canada
Director of Human Resources (1986-1990)

One of Ericsson's 11 Global Research Centers focused primarily on the hardware and software development of mobile telephony.

- Developed and implemented the structure to establish the Research Center in Montreal.
- Recruited the Executive Leadership Team to oversee an organization of approx 1000 engineers.
- Established the HR structure, policies, and team to recruit and orient this rapid growth organization.
- Transitioned approx 75 expatriates from 15 countries to assume assignments in this Center. This included expatriate compensation, relocation, tax equalization, immigration processing, and execution of all expatriate contracts.

Education

B.A., Business Management
Webster University

SPHR Senior Professional in Human Resources Certification, HR Certification Institute

SPHR –SCP Senior Professional in Human Resources Certification, SHRM

THRP, Tribal Human Resources Program

2016 NNAHRA Human Resource Leader of the Year

Adjunct Professor UCSD Human Resource Certificate Program

Keynote Speaker on Innovative HR Practices