

## HUMAN RESOURCES DIRECTOR

### *Manufacturing . . . Multi-Facility Operations . . . Union & Non Union Workforces*

Senior-level HR executive with a strong record of achievement with Fortune 500 manufacturers. Expert in implementing Human Resources policies that deliver bottom-line results. Established first-time HR policies following start-ups and mergers. Chief spokesperson for numerous labor agreements. Established greenfield non-union operating unit. High-energy internal consultant who understands the connection between employee relations and profits. Master's degree in Human Resources Development.

- Preventive Labor Relations Strategies
  - Team Building
  - ISO / QS 9000
  - Organizational Development
  - Training
  - HRIS Technology
  - Risk Management
  - Compensation / Benefits
  - Merger Reorganization
  - Recruitment
  - Motivating / Managing Performance
  - OSHA - Safety
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## RECENT ACCOMPLISHMENTS

- Introduced employee financial incentives that improved productivity, reduced absenteeism, and resulted in a 15% increase in gross profits.
- Reduced turnover for entry-level positions from 67% to 25% within first two years as HR Director by training front-line supervisors in problem solving and decision-making.
- Designed and implemented an innovative job certification and pay-for-skills system to support JIT synchronous manufacturing, Continuous Improvement, Employee Involvement, and Team Building management philosophies. Replaced an outdated piece-rate system and autocratic style of management.
- Cut salary and benefits costs by \$240,000 by consolidating functions following a merger.
- Redesigned medical benefits plan, which reduced costs by over \$100,000 while maintaining existing level of benefits. The plan also reduced employee's costs while increasing flexibility.
- Led company to readiness for ISO/QS 9001 certification nine months ahead of projected schedule. Served as lead internal auditor, management representative, and author of the company's quality procedures. Developed problem-solving technique based on ISO.
- Key player in contract negotiations resulting in wage increases of less than 4% on a four-year average. Experience includes negotiation with Teamsters, UAW, and AFL-CIO. Successful in maintaining non-union environment at all non-unionized facilities through preventive labor relations strategies.
- No EEO or OSHA complaints in the last five years as HR Director. Resolved numerous unresolved discrimination charges from previous management.

## EXPERIENCE

**Director of Human Resources**      INDUSTRIAL STEEL, INC., Detroit, Michigan      1993-Present  
*Steel manufacturer with 1200 employees and six plants nationwide.*

Recruited to direct the start-up of a complete HR function in conjunction with change of management. Manage Human Resources and Quality Assurance departments. Spearheaded transition from autocratic management style to team concept. Key member of senior management team developing strategic plan and policies for a privately held company with multiple facilities in the U.S. Implemented new programs in training, Organizational Development, compensation, benefits, and employee relations. Leader in ISO Certification.

**Director of Human Resources**      PARKMAN BROTHERS, Livonia, Michigan      1988-1993  
*650 employee, multi-plant manufacturer of automotive components.*

Directed all Human Resource functions. Member of Divisional Board of Directors and Strategic Planning Team. Relocated company to a new facility in the Southeast and screened all-new workforce. Implemented team concept philosophy.

**Personnel Director**      HARRISON FOODS, Chicago, Illinois      1984-1988

Recruited for start-up of a new facility in Chicago. Successfully negotiated many challenging union contracts while maintaining full production capacity.

**Human Resources Manager**      A.B HANFORD, Troy, Michigan      1982-1984

Developed a successful minority hiring program. Instituted Human Resources policies, procedures, and compensation systems.

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## EDUCATION

**Master of Human Resources Development**  
ADRIAN COLLEGE, Adrian, Michigan

**Bachelor of Science, Human Resources / Industrial Relations**  
UNIVERSITY OF DETROIT, Detroit, Michigan

**Institute of Labor and Industrial Relations**  
UNIVERSITY OF MICHIGAN, Ann Arbor, Michigan

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## MISC. PROFESSIONAL ACTIVITIES

Public Speaking: Speak to local high schools on Career Day;  
and address the Wayne County Chamber of Commerce on HR issues.

Member of Adrian College "Goals 2000" Committee.

Languages: Speak fluent French.

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