

BUILDING, EMPOWERING & RETAINING PEOPLE ORGANIZATIONS THAT DRIVE GLOBAL REVENUE AND PROFITS

Human resources executive with 20+ years of leadership experience, facilitating profitable global business growth through diverse HR strategies and workforce engagement. Scaled and advanced the HR functions for an early-stage company, growing organically and inorganically from 30 to 10,000 employees. Key executive leader across multiple acquisitions, spearheading integration and human capital needs for a multi-national \$200M enterprise.

Influential across leadership levels and business lines, serving as a tactical and strategic partner in achieving business goals. Seasoned in developing and implementing sustainable, scalable solutions to solve complex business and labor challenges. Known for developing diverse, inclusive cultures and delivering a competitive advantage through human resources management.



HR Strategist



Change Agent



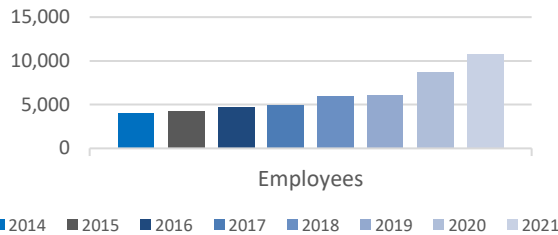
Business Partner

KEY WINS AND BROAD RANGE

HR ALIGNMENT WITH BUSINESS PRIORITIES

- Kept pace with talent demand in a company honored 10 times by Inc. Magazine’s list of Fastest Growing Companies with 1,000%+ revenue growth, growing by 5k+ resources in 4 years.
- Steered evolution and centralization of the HR function, scaling capabilities and maximizing synergies to support rapid revenue growth.

Employee Growth



HR MODELS FOR ROBUST COVERAGE & LOW COSTS

- Built a global shared services organization, growing offshore team 20% in South Africa and the Philippines to support growth.
- Revamped pay models and aligned incentives to outpace the industry in constraining costs while maximizing P&L impact.
- Drove work design to align with business and HR labor strategy, enabling cost-effective scale and productivity improvements.

LEADERSHIP OF MAJOR TRANSITIONS

- Key role in merger and acquisition (M&A) due diligence and integration of 4 company acquisitions to drive value creation.
- Guided a global workforce to virtual work through the COVID pandemic.
- Headed disaster recovery of a 500-seat Spearfish S. Dakota call center within a week following storm Atlas.

EMPLOYER VALUE PROPOSITION

- Change agent with experience driving growth and capturing synergies across geographically diverse business units.
- Cross-functional executive with a broad range of proficiencies, spanning HR, operations, information technology, analytics, marketing, and project management.

CONTINUOUS IMPROVEMENT IN HR OPERATIONS

- Fueled double-digit gains across numerous HR metrics, including retention and cost per hire, through new processes, technologies, and strategic initiatives.
- Raised employee engagement 14.5%. Modernized and intensified employee recognition, enabling instant public appreciation. Rolled out new benefit options. Enhanced the employer reputation and led digital and social media marketing.

SIGNATURE TALENTS

- Global HR Management
- People Strategy
- Organizational Development
- Human Capital Management
- Organizational Culture
- Project Management
- Continuous Improvement
- Global Operations
- Leadership Development
- Workforce & Succession Planning
- Diversity & Inclusion
- Talent Acquisition
- Performance Management
- M&A Integration
- HR Analytics
- Employee Engagement
- Employee Relations
- Coaching & Mentoring
- Employment Law & Compliance
- Change Management
- Compensation and Benefits
- Change Management
- Recruitment Marketing
- HR Technologies

CAREER HIGHLIGHTS

MCI.WORLD – Iowa City, IA

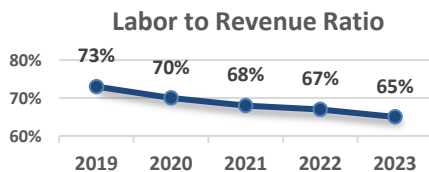
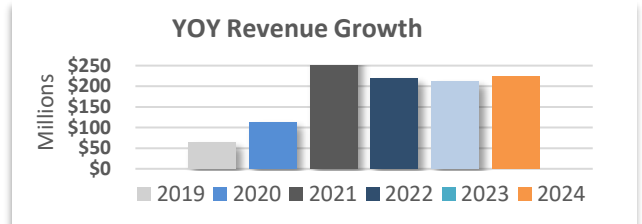
2003 – Present

Founded in 2003 as TMone, acquired by Enhanced Resource Centers in 2013, and named MCI in 2019. Privately held, multinational group of 8 subsidiaries with 10K+ employees worldwide. A leader in business process outsourcing, staff augmentation, and customer experience.

CHIEF HUMAN RESOURCES OFFICER (CHRO), 2019 – Present

Own the global HR strategy, P&L, operations, and team of 6 direct and 32 indirect reports, spanning HR, recruiting, marketing, and workforce planning. Drive HR strategic planning for 8 brands, optimizing business service delivery, leadership effectiveness, workforce efficiency, and growth. Administer a \$2.2M HR budget. Manage HR processes, policies, and technologies with a focus on continuous improvement. Steer integration of acquisitions and business units, harmonizing cultures, people processes, and HR organizations.

- **Headed concurrent migration of thousands of employees to remote work** during COVID crisis and **expanded the workforce 476%** in under 4 years, from 2,100 to over 10,000, enabling **300% revenue growth**, from \$150M to \$450M.
- **Led record workforce growth** to accommodate surge in demand to support federal, state, local, and education (FED/SLED) unemployment and contact tracing, as well as new banking, automotive, and telecom customers unable to maintain staffing through the crisis.



RESHAPING THE STRATEGY FOR LONG-TERM P&L IMPACT

Strengthened control over long-term labor-to-revenue ratios, yielding a cost advantage for customers, while remaining competitive and gaining thousands of employees annually during and after the COVID crisis.

- **Strengthened diversity and inclusion** by establishing a D&I program, diversity training, and inclusive hiring practices to improve diversity index score by 22% from 2019 to 2022.
- **Steered the hire and onboarding of 427 First Notice of Loss Representatives in 24 hours** when Hurricane Idalia damaged properties across an insurance company's coverage area. Governed communications to 2,500 prequalified on-demand candidates. Oversaw processing of 500 candidates' HR forms, onboard into payroll, and enrollment of 427 people in training.
- **Piloted full and partial acquisition integrations, spanning 8 brands and 4 countries.** Included strategic planning and execution to integrate a call center in Canada that added \$15M in annual revenue and a 17% regional EBITA contribution. Onboarded 600+ employees within a few weeks. Secured **high retention**, coordinating signing and retention bonuses.
- **Triggered 76% higher quarterly eNPS scores globally** by establishing an employee lifecycle survey system.
- **Advanced HR analytics capabilities** by leading development of a cross-platform data warehouse and MS PowerBI dashboard to report on employee metrics, HR-owned financial KPIs, talent acquisition KPIs, and talent trends.

MANAGEMENT DEVELOPMENT

Launched instruction for **middle managers** on gross margin, key margin drivers, and profitability impact.

Facilitated the connection of **business practices and gross margin results** to better equip leaders with a playbook for stronger financial management.

ALIGNING BUSINESS PRACTICES WITH FINANCIAL ACHIEVEMENT

Established a **gross margin model**, which helped the company realize and sustain financial efficiencies.

Aligned and measured compensation at all levels to sustain GM % attainment.

Offset higher wages of brick-and-mortar facilities, through strategic selection of new remote work-at-home markets.

Centralized support functions across brands to transform department cost structures.



GLOBAL BUSINESS IMPACT

- **12% sustainable gross margin increase** through new efficiencies and cost controls.
- **Limited the post-pandemic rise** in US direct labor expenses to **13% vs. a 23% market average**.
- **Decreased HR, IT, QA, and Client Services expenses 9%** through centralized model.

SENIOR VICE PRESIDENT, HUMAN RESOURCES, 2017 – 2019

Executive Human Resources Business Partner (HRBP), supporting the HR strategy for 4 distinct brands. Drove all HR budgeting and management of a global North America, Asia, and Africa footprint. Directed talent acquisition, workforce planning, people support, employee development, employee engagement, and M&A integration.

- **Facilitated \$26M in revenue growth.** Collaborated on acquisition due diligence and drove integration of 1,200 employees.

- **Fulfilled hiring targets to add 4,500+ people per year.** Designed foundational talent acquisition infrastructure and marketing.
- **Expanded management talent pipelines and supported succession planning.** Enacted a prequalification recruitment strategy.
- **Helmed acquisition integration** of OnBrand24 and retained key talent.
- **Lowered SG&A payroll 19% and non-payroll SG&A 5%** without impacting service delivery, offsetting a large client loss. Conducted breakeven analysis, consolidated roles in nearly all departments, redistributed workload, and SG&A payroll.
- **Streamlined HR processes** by selecting, implementing, and training staff on workflow and automation solutions.
- **Lowered monthly benefit premiums 17%** through launch of new benefit options.
- **Drove business transformation** by orchestrating full adoption of web-based dashboards for real-time KPI tracking. Identified software, led proof of concept, and migrated from Google Data Studio to PowerBI.

CHAMPIONING TALENT

- **Founded a scalable, companywide employee recognition platform** for up, down, and peer-to-peer positive reinforcement; integrated automation. Launched record board to display and highlight achievements.
- **Intensified employee engagement and retention** through The Pulse Project, an employee feedback initiative.
- **Improved talent development and collaboration** by creating and launching a mentoring program.

VICE PRESIDENT, TALENT ACQUISITION, 2015 – 2017

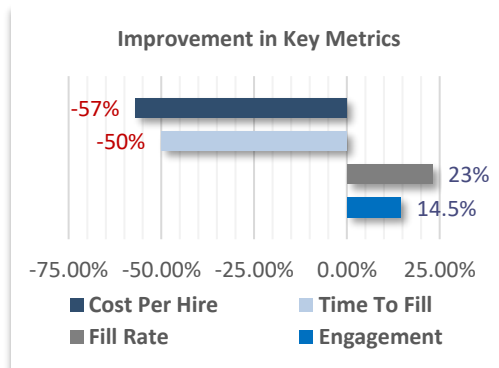
Led a 13-member team and talent acquisition systems, processes, and operations across 4 US offices in 2 states.

- **Aligned resource planning with business strategy.** Rolled out planning tools for resource forecasting and optimization.
- **Tapped into a broader skill base** through a flexible work and cost structure, leveraging the gig economy.
- **Elevated reputation as an employer.** Raised online reviews by deploying Grade.U.S.
- **Improved candidate quality** by integrating Criteria Corp.'s testing solution into the recruitment process.
- **Doubled the retargeting conversion rate, surged applicant flow 84%, cut cost per applicant 42%,** reduced cost per hire 46%, and induced a 64% decline in onboarding expenses for testing and background screening. Presided over the engineering and integration of career portals, candidate screening, applicant tracking system (ATS), and HRIS.
- **Turned around CSAT and employee attrition on a key account** by forming and steering a cross-functional SWAT team that overhauled hiring processes, incentive structures, and team subculture. Introduced gamified incentives using PowerBI.
- **Enhanced candidate experience and cut interview no-show rate** through process improvement.

SENIOR VICE PRESIDENT, RECRUITING & EMPLOYEE DEVELOPMENT – ENHANCED RESOURCE CENTERS (ERC), 2013 – 2015

After ERC acquisition of TMone, headed full-cycle recruitment and development across 8 US offices in 4 states.

- **Built a global, shared services department,** maturing talent acquisition and employee development capabilities for 500 FTE monthly hiring targets and rapid workforce scaling to support business.
 - **Positioned company for growth by 1,000+ employees in first year** and 700 employees the next year. Directed development of standard processes, employer brand, and recruitment marketing amid the transition
 - **Saved \$221K.** Identified new technology partners and negotiated contracts.
 - **Equipped team to measure and optimize productivity and effectiveness** by implementing reporting suite, measuring productivity and performance.
- **Modernized reporting and empowered leadership with real-time business intelligence** by galvanizing and spearheading a digital transformation of reporting.
- **Lifted employee engagement 14.5%.** Launched employee engagement surveys, used for process improvement plans.
- **Steered sell-side acquisition integration,** overseeing integration office and related project management.



ADDITIONAL EXPERIENCE: SVP, CUSTOMER EXPERIENCE & OPERATIONS SUPPORT – TMONE, 2010 – 2013; VP, IT, ANALYTICS & OPS SUPPORT – TMONE, 2008 – 2010; DIRECTOR OF MARKETING – TMONE, 2006 – 2007; SENIOR TRAINING AND QUALITY MANAGER – TMONE, 2003 – 2005

EDUCATION

Master of Business Administration (MBA) University of Iowa – Iowa City, IA	2020
Human Resources Management Certificate Kirkwood Community College – Iowa City, IA	2015
Project Management Certificate Kirkwood Community College – Iowa City, IA	2015
HR Management & Analytics Certificate Wharton – Philadelphia, PA	2021
M&A and Corporate Development Strategies Certificate Wharton – Philadelphia, PA	2025
Executive Compensation Certificate Cornell – Ithaca, NY	2026
Employment Law Certificate Cornell – Ithaca, NY (In Progress)	2026

Professional Certifications:

Senior Human Resources Certified Professional (SHRM-SCP) SHRM (Expired)	2017
Senior Professional in Human Resources (SPHR) HR Certification Institute (Expired)	2018
Project Management Professional Certification (PMP) Project Management Institute (PMI)	2018
IASSC Six Sigma Lean Green Belt Certification (LGBC) Management & Strategy Institute	2018
C-Level Human Resource Certification OnConferences	2020

AFFILIATIONS

Board of Directors,
EastWest BPO
Coach, American Youth
Soccer Org. (AYSO)