

Monica Collins

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Human Resources Leadership Organization Development Change Management

Senior leader of global human capital strategies. Decisive leader and strategic change catalyst who led the transformation of over 250 acquisitions into an integrated operating business model. Renowned human resources innovator with a proven track record for leading human resources practices that improved employee engagement, retention, employer branding, productivity and consistently delivered a return on investment.

EMTAK

Senior Vice President, Human Resources - Malvern, PA 1996-2008

Senior human resources executive and corporate officer responsible for leading global human capital strategies for Emtak, one of the world's largest distributors of electronics products with over \$15 billion in revenue and 31,000 employees.

Integrated 250 acquisitions of electronics and technology services companies into an operating company business model. Responsibilities included talent acquisition, performance management, learning and development, succession planning, leadership development, ethics and compliance, employee engagement, compensation and benefits.

Managed \$40M budget for human resources, Emtak's corporate university and sales force development programs. Led a human resources team of professionals and an internal human resources shared services center. Managed multiple outsourcing partnerships for benefits administration, executive compensation consulting and human resources technology application providers.

Key responsibilities/achievements:

Values based culture Led the collaborative task with the CEO of defining Emtak's core values and integrated them into Emtak's HR systems and programs; ensured that values remained explicit and the foundation of Emtak's culture.

Talent acquisition Developed Emtak's talent acquisition strategies including workforce planning tools, applicant sourcing best practices; improved applicant.

Led Emtak's employer branding initiatives which resulted in the following awards positioning Emtak as a world class employer.

Most Admired Company, Global Business Inc. Magazine
Top Training Companies, Training Inc., Career Track Magazine
Top Corporate University, MAST
Top 50 Companies for Diversity, Diversity Inc. Magazine
25 Most Noteworthy Companies for Diversity, Diversity Inc. Magazine

Employee engagement

Led Emtak's employee engagement initiatives. Improved engagement scores ;lowered overall turnover; and lowered sales turnover.

Learning and development

Established Emtak University, a highly recognized award winning learning organization that provided blended learning curriculum through a combination of e-learning, virtual classroom, self-paced and

instructor-led training. Built Emtak's award winning sales force development programs. Implemented learning management system to manage learning administration processes- scheduling, enrollment, course assessment and pre- and post- learner testing resulting in improved accountability for learning at all levels in the organization.

Performance management

Designed Emtak's competency based performance management system which evaluates performance on the basis of results, competencies and behaviors aligned with Emtak's core values.

Leadership development/succession planning

Developed Emtak's leadership development programs and succession planning processes and assessment tools; led cross-functional talent assessment sessions with Emtak's senior management.

Diversity

Appointed Emtak's chief diversity officer. Established Emtak's diversity strategy which resulted in a % increase in diversity representation in mid and sr. management roles. Established a culture of inclusiveness through diversity training and mentoring programs for employees and managers. Improved Emtak's brand as a leading diversity employer. Awarded Diversity, Inc's Top 50 Companies for Diversity and 25 Most Notable Companies for diversity.

Ethics and compliance

Appointed ethics and compliance officer. Developed Emtak's code of ethics, ethics reporting and investigation processes. Managed affirmative action programs including oversight of over 215 affirmative action plans. Successfully managed an average of 15 OFCCP audits annually. Nominated for prestigious award by OFCCP.

Human Resources technology

Implemented an HRIS that included employee and manager self service, performance management and a learning management system. Implemented a document management system that replaced paper based employee documents with electronic file imaging saving Emtak over \$1M. Leveraged technology and built an internal state of the art HR Shared Services Center to manage HR administrative transactions.

Compensation

Designed Emtak's global compensation strategies which included a highly leveraged variable pay program that enhanced productivity and effectively managed labor costs. Designed Emtak's executive compensation programs including all cash and equity components.

Health and welfare

Led Emtak's health and welfare strategies. Designed healthcare programs to improve consumerism, wellness and cost management. Led Emtak's transformation to a consumer driven plan design which lowered Emtak's healthcare costs. Froze Emtak's pension plan and redesigned 401k program to reward retention which resulted in savings.

FORSYTH INC. 1987- 1996

International full-service engineering, construction and operations firm highly recognized as a market leader and Fortune "Most Respected Company"

From 1987- 1996, held increasingly responsible roles leading field human resource operations including workforce planning, talent acquisition, college recruiting and employee relations. Identified as a high potential "fast tracker" and assigned lead to many of Forsyth's corporate initiatives. Specific accomplishments- designed performance management system and framework for organizational and leadership competencies, facilitated leadership development programs and assigned leader of

work/family initiatives. Made partner at Forsyth in less time than any other non-engineering staff in the company's history.

Human Resources Director, North America	New York, NY	1993-1996
District Human Resources Manager	Boston, MA	1990-1992
Regional Human Resources Manager	Reston, VA	1987-1990

Branston-Fine New York, NY 1986-1987
Human Resources Manager

Managed human resources for three East Coast offices for a leading architectural firm. Primary focus on staffing, employee relations and management training.

Grintel, Inc. Washington, DC 1984-1985
HR/Recruitment Manager

Managed recruitment for all professional and technical positions for one of the largest and most powerful trade associations representing major oil companies.

Cantilever Distributors - Washington, DC 1979-1983
Human Resources Generalist

Held a variety of increasingly responsible roles in staffing, labor relations, college recruiting and training.

EDUCATION AND CREDENTIALS

MBA - HR Management SUNY, Stony Brook

B.S. Business Administration Virginia Tech

Executive Coach, Marshall Goldsmith/Hewitt Coaching Certification

360 Facilitator, Lominger Career Architect

Benchmarking Facilitator Certification, Center for Creative Leadership

Certified Instructor, Situational Leadership, Blanchard and Associates

Six Sigma Yellow Belt

Key note Speaker on leading HR practices- SHRM and HR Planning Society events

Top Security Clearance, US Dept of Defense Security