

MONICA COLLINS

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SENIOR HUMAN RESOURCES EXECUTIVE

*Deliver Value By Positioning the Human Resources Organization
as a Pivotal Strategic Driver of Company Success*

Senior executive with a proven record of performance driving development and implementation of global human capital strategies for multi-site organizations undergoing rapid growth, restructuring, or similar transition. Decisive leader and strategic change catalyst with extensive experience uniting disparate personnel and organizations in the wake of corporate mergers/acquisitions. Recognized HR innovator with proven success directing execution of human resources practices that significantly improved employee engagement/retention, employer branding, and productivity.

- Advance company vision/mission, build consensus, and align staff around core values and objectives.
 - Excel in restructuring and/or reengineering HR processes that delivered multi-million dollar cost reductions.
 - Exhibit outstanding platform skills; highly sought-after speaker on leading human resources practices.
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PROFESSIONAL EXPERIENCE

EMTAK INDUSTRIES, INC. – Atlanta, GA / Hartford, CT 1996-2009
Leading global distributor of commercial electronics components, with revenues of \$15 billion, 500 locations, and 31,000 employees worldwide; wholly-owned subsidiary of Aikens International, headquartered in Hamburg, Germany..

Senior Vice-President, Human Resources – Global, Atlanta, GA (1998-2009)

Vice-President, Human Resources – Northeast Region, Hartford, CT (1996-1998)

Joined company at a pivotal juncture in its growth to serve as one of its corporate officers and direct HR operations following a significant change in the company's long-term strategic direction after a fifteen-year period of sustained acquisition expansion. Provided leadership of global organizational redesign, program/policy development, and human capital planning to integrate 250 acquisition companies and establish a common HR platform while managing the daily operations of the corporate HR function, serving an employee base of 31,000+ in 727 locations at its peak in 1998. Led aggressive restructuring, downsizing, and centralization initiatives in 2003 that reduced personnel by 37%. Directed leadership development, succession planning, and talent acquisition strategies, including workforce planning tools, applicant sourcing best practices, and methods successful in improving the quality of the applicant pool.

Strategic HR Leadership & Operations Management

- Took the lead in creating a values-based corporate culture, working alongside the CEO to define the human capital elements of its vision, mission, and core values.
 - Spearheaded integration of these values into the company's existing HR systems and programs, and used them as a framework going forward in development of new programs, services, and resources for its employee base.
 - Ensured that the values remained explicit and served as the foundation of the company's corporate culture.
 - Led the company's employer branding initiatives, positioning Emtak as an internationally-renowned, world-class employer that earned numerous top industry awards, including Most Admired Company (*Global Business, Inc. Magazine*), Top Training Companies (*Career Track Magazine*), and Top Corporate University (MAST).
- Directed talent acquisition, performance management, learning/development, succession planning, leadership development, ethics and compliance, employee engagement, and compensation/benefits.
- Planned, managed, and controlled a \$40 million budget (with allocations for human resources, corporate university education/training, and sales force development programs), the company's \$1.4 billion 401(k) pension assets program, and the \$110 million medical insurance plan.
- Led HR integration of over 250 acquisitions of electronics and technology services companies – and 95 disparate benefit plans – into a single operating company business model.

Employee Engagement & Performance Management

- Drove development of employee engagement initiatives such as a global engagement survey, worldwide recognition programs, and work-life initiatives.
 - Improved engagement scores by 23%, lowered overall turnover 11%, and cut sales turnover 27%.
- Designed a competency-based performance management system that evaluated performance on the basis of results, competencies, and behaviors aligned with the company's core values.
- Created leadership development and succession planning processes and assessment tools, and led cross-functional talent assessment sessions with senior management.

Learning & Development

- Established Emtak University, a highly-recognized, award-winning learning organization featuring a blended curriculum delivered via a combination of e-learning, virtual classroom, self-paced, and instructor-led training. Delivered 120,000 courses to 31,000 worldwide employees in 2007.
- Built Emtak's award-winning sales force development programs, which positioned the sales organization as a formidable opponent against the company's key competitors in the marketplace.
- Implemented a learning management system to manage learning administration processes, including scheduling, enrollment, course assessment, and pre-/post-learner testing, which improved accountability for learning at all levels organization-wide.

Diversity, Ethics & Compliance

- Appointed Chief Diversity Officer, guiding efforts to conceptualize, define, assess, nurture, and cultivate diversity as an institutional and educational resource, with oversight for affirmative action/equal employment opportunity and the constituent needs of minorities, women, and other bounded social identity groups.
 - Established the company's diversity strategy, which resulted in a 27% increase in diversity representation in mid- and senior management roles.
 - Established a culture of inclusiveness through deployment of diversity training and mentoring programs for employees and managers across the organization.
 - Improved Emtak's brand as a leading diversity employer, earning national recognition from Diversity, Inc. Magazine as one of the *Top 50 Companies for Diversity* and one of the *25 Most Notable Companies* for diversity.
- Named Ethics and Compliance Officer to spearhead development of the company's code of ethics, ethics reporting, and investigation processes. Managed affirmative action programs, including oversight of 250+ affirmative action plans.
 - Managed an average of 25 Office of Federal Contract Compliance Programs (OFCCP) audits annually, ensuring the company's full compliance with nondiscrimination laws and regulations.
 - Twice received the OFCCP's prestigious Exemplary Voluntary Efforts (EVE) Award in recognition of outstanding efforts in affirmative action.

Technology Integration

- Implemented an HRIS that included employee/manager self-service modules, resulting in a significant improvement in reporting capabilities.
- Captured a \$1 million annual savings by introducing a document management system that replaced antiquated paper records with electronic file imaging.
- Leveraged technology resources to drive build-out of a state-of-the-art Human Resources Shared Services Center to manage internal HR administrative transactions.

Compensation & Benefits

- Designed executive compensation programs (including cash/equity components) and global compensation strategies, including a highly-leveraged variable pay program that linked pay to business unit and individual performance, and effectively managed labor costs.
- Developed healthcare programs and services that improved consumerism, employee wellness, and cost management.
- Led transition to a consumer-driven medical plan design that lowered mitigated healthcare costs equating to over \$15 million in annual savings.
- Froze the pension plan and redesigned the 401(k) program to reward retention, producing a \$100 million savings over 5 years.

FORSYTH INC. – New York, NY / Boston, MA / Reston, VA 1987-1996
Global, full-service engineering and construction firm with \$7 billion in revenues and 14,225 employees. Industry leader recognized for its innovation, market leading presence and ranking as one of Fortune's "Most Respected Companies."

Human Resources Director – North America, New York, NY, 1993-1996

Regional Human Resources Manager, Boston, MA, 1990-1992

District Human Resources Manager, Reston, VA, 1987-1990

Advanced rapidly in increasingly more prestigious roles directing human resource operations, gaining recognition early on as a high-potential executive on the fast track and earning lead assignments on key corporate initiatives, including Change Management Consultant for large municipal clients and Corporate Team Lead for the TQM program. Promoted in 1993 to pinnacle position leading all facets of the HR function for the company's employee North, South, and Central Americas operations, directing workforce planning, talent acquisition, college recruiting, and employee relations.

- Served as key advisor to the executive leadership group regarding organizational effectiveness and performance improvement, leveraging innate understanding of key business drivers.
- Designed a comprehensive performance management system and framework defining organizational and leadership competencies and creating tools to determine measurement against specified benchmarks.
- Facilitated design/rollout of leadership development programs for rising high-potential executives to fortify the company's leadership talent base, improve its bench strength, and reduce turnover.
- Spearheaded a number of work/family initiatives in the areas of child care, flexible scheduling, and job share to achieve an unparalleled industry turnover rate of less than 5%, while ensuring continued progress in developing the people-oriented culture the company's founder intended.
- Named Partner in an unprecedented 3 years, the fastest advancement among non-engineering staff in company history.

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Acquired foundational human resources experience with **Branston-Fine** (1986-1987, New York, NY), a premier architectural firm; and **Grintel Inc.** (1984-1985, Washington, DC), a leading transportation company. Functioned as a true generalist, supporting multiple business units with oversight of recruitment, staffing, labor relations, and training.

EDUCATION & CREDENTIALS**Master of Business Administration in Human Resources Management**

STATE UNIVERSITY OF NEW YORK (SUNY) – Stony Brook, NY

BS, Business Administration

VIRGINIA TECH – Blacksburg, VA

Certifications

Executive Coach, Marshall Goldsmith/Hewitt Coaching Certification
 Benchmarking Facilitator Certification, Center For Creative Leadership
 Certified Instructor, Situational Leadership, Blanchard Hersey
 360° Feedback Facilitator, Lominger Career Architect

Six Sigma Yellow Belt

Speaking Credentials

Acclaimed **Keynote Speaker** on the subject of best practices in human resource management for the Society of Human Resources (SHRM), Colton-Davison, Inc., and Human Resource Planning Society events

Top Security Clearance – U.S. Department of Defense Security