

CHIEF HUMAN RESOURCES OFFICER

Strategic Global Human Resources leader with 20+ years of global experience successfully delivering transformative human capital solutions in complex, matrix organizations with 10,000 employees in more than 50 countries. Valued advisor working with Boards of Directors and executive leadership teams on strategic HR development. Leverages strong business acumen and expertise in strategic planning, talent acquisition, retention, change management, succession planning, leadership development, performance management, policy design and compensation programs to optimize and align human capital with company objectives.

PROFESSIONAL EXPERIENCE

CPI CARD GROUP, Denver, CO

2015-Present

Chief Human Resources Officer

Executive leader reporting to the CEO, responsible for all facets of Human Resources for the leading provider in financial payment card production and related services, offering a single source for financial and prepaid debit cards including EMV chip cards, personalization, instant issuance, fulfillment, and digital payment services. CPI Card Group is a public company with approximately \$300 million in revenue, and 1100 employees in 5 locations throughout the US and Canada

- Partner closely with the Board, CEO and Executive Leadership team to establish the right culture, talent and total reward strategies, organization design, and practices that enable the company to achieve its goals.
- Oversee all HR functions and processes including benefits and compensation, employee and labor relations, payroll, HRIS, talent acquisition, talent development, organization effectiveness and employee communication
- Extensive experience managing and presenting to the Board of directors, the Compensation Committee and the Nominating Governance Committees of the Board of Directors.
- Led the organization from privately held to a public company in 2015
- Acquired and on-boarded a new high-performance executive leadership team, a new CEO and 3 new board members
- Led the design and development of a new Total Rewards program including new compensation structure, job title architecture, sales incentive, short term and long term incentive plans, a high potential retention program, and a brand new company recognition program.
- Implemented new cost-effective, efficient & scalable solutions in talent acquisition, performance management, and succession planning.

WESTERN UNION, Denver, CO and London, UK

2006 – 2014

Senior Vice President, Human Resources, London, UK (2011- 2014)

Executive leadership team member in a newly established B2B division, responsible for strategic direction and leadership of the HR function supporting 17 locations in North America, Europe, Africa, and Asia Pacific

Senior Vice President, Human Resources, Denver, CO (2008-2011)

Strategic HR Business Partner to C-suite executives leading Finance, IT, Operations, HR, Legal, Compliance, Product, Marketing, Communications and the Digital business.

Senior Vice President, Global Talent Management, Denver, CO (2006-2008)

Leader of the Global Talent Management organization responsible for talent acquisition, organization development, performance management, succession planning, training & development, and workforce mobility for a 10,000 person organization in over 50 countries.

Talent Management, Organization Effectiveness, Performance, and Succession

- Led the design and deployment of our corporate performance management program increasing the number of employees receiving regular formal and informal feedback.
- Led the conceptualization, creation and management of company's first succession planning program. Executing this program in our B2B division resulted in 100% internal executive leadership placements in 2013/2014.
- Implemented new leadership development programs including experiential training, 360 feedback, and executive coaching. Successfully deployed The Leadership Challenge training to 1,000+ leaders globally.
- Developed and implemented sales training and leadership programs which supported an 8-11% increase in revenue growth
- Created the first global company-wide employee recognition program utilizing best-in-class online tools and increasing employee engagement and productivity.

WESTERN UNION cont.**Compensation, Benefits and Human Resources Operations**

- Led the merger and integration of HR Policies, employee benefits and payrolls for two acquisitions with a 1600-person workforce in 17 countries.
- Created executive compensation plans for the senior leadership team in newly acquired business and established new sales incentive compensation program and a best-in-class recognition program for 700-person sales force.
- Established multi-faceted key talent retention programs inclusive of financial and development opportunities, ensuring 95% retention rate of key sales talent in a highly competitive market.
- Served as Member of the Western Union Global Compensation and Benefits and Plan Design Committee responsible for reviewing all new and updated insured and non-insured benefits programs.

Recruitment, Employment Brand, and Workforce Planning

- Established improved workforce planning, recruitment and interview strategies reducing average recruiting cycle “time to fill” for all sales positions (approximately 150 per year) by 16%, ultimately resulting in improved sales time to market
- Developed the Western Union Employment Brand value proposition and identified unique talent acquisition strategies for multiple units resulting in the improved attraction and retention of top talent.
- Established a new company location in Vilnius, Lithuania recruiting/onboarding over 500 employees in a 6-month period, later achieving employer of choice recognition

Executive Leadership, Strategy development, Communications and Employee Engagement

- Developed broad-based and transformational human capital strategy designed to recruit, develop, motivate, reward and retain the very best talent in the business, resulting in a culture of customer centricity and operational excellence.
- Launched business literacy training and communication program focused on company vision, values, strategy and operating model, building stronger business understanding to better align activities with strategic goals and increase discretionary effort.
- Designed and implemented core values and behaviors to support company cultural transformation.
- Partnered with executive leaders to ensure optimal organization effectiveness by establishing a leadership structure, operating model and governance process to evolve and integrate the acquisition of three global organizations.
- Conducted employee engagement survey and drove initiatives and communication activities resulting in 5% improved employee retention and an 8% increase in engagement scores in newly acquired and integrated business unit.
- Restructured and consolidated HR organization resulting in 17% reduction in costs while concurrently offering more streamlined partnership and support for the organization.

FIRST DATA CORPORATION, Denver, CO and Chicago, IL**2000 –2006****Senior Vice President, Human Resources, Denver, CO (2001 – 2006)**

Sr. HR Business partner to the CIO and COO, responsible for leading the HR organization that supported the Global IT, Card Plastics/Statements Operations, and Call Center divisions spanning 8 locations with 10,000+ employees

Vice President, Human Resources, Chicago, IL (2000 – 2001)

Led HR for First Data Financial Services, a 3rd party credit card collections business comprised of 800 employees

- Created new incentive program for collectors, improving employee motivation, productivity and performance within 6 months.
- Implemented strategic contingent labor staffing, generating \$1. 3M annual cost savings.
- Successfully managed the divestiture of a business creating strong operations and human resource strategies. Transitioned the business with no impact to customers and no labor relations impact.
- Supported corporate expense reductions facilitating workforce reductions which generated \$35M cost savings
- Led design and implementation of new common IT job architecture, reducing the number of job roles from 800 to 85 while improving the clarity of roles, consistency with market data, and compliance with FLSA. Established associated career path and Manager’s Guide, supporting leader coaching and performance management capabilities.

ADDITIONAL EXPERIENCE**FIRST DATA CORPORATION, Omaha NE, and Basildon, Essex, United Kingdom****Human Resources Director/Manager**

Held progressively more responsible HR positions in functions including recruitment, employee relations, compensation and benefits, training and organizational development.

EDUCATION

Bachelor of Science in Human Resources, Bellevue University, Bellevue, NE, May 2000

AWARDS

Individual: Six time Presidents Club/CEO Award Winner, First Data Corporation and Western Union (2001-2014)

Corporation: Winner of Association for Talent Development's Top 125 Training Award

EXECUTIVE COMMITTEE, BOARD ROLES, PROFESSIONAL ASSOCIATIONS

Board Director, Rocky Mountain HR People and Strategy (2009 - present)

Board Director, Boys and Girls Club of Denver (2008-2010)

Member, Society for Human Resources Management, and HR People and Strategy