

**VICE PRESIDENT / DIRECTOR OF HUMAN RESOURCES**  
- Champion of organizational development within lean budgets -

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**Senior Human Resources Executive** and OD Director recognized for catalyzing positive change in individuals and business units while containing costs. Aligned HR as strategic business partner and built enterprise-wide e-learning systems. Solid background in HR administration, employee relations, compensation, benefits, performance management, training, and regulatory compliance (ADA, OSHA, FLSA, ERISA, AA/EEO, FMLA).

**SOLID EXPERIENCE OFFERED**

- Strategic Planning & SOPs
  - Training and Development
  - Staff Retention Initiatives
  - Team Building & Motivation
  - Enterprise Learning Strategies
  - Human Resources Administration
  - Needs Assessment & Gap Analysis
  - Talent Development & Recruiting
  - Performance Management & Testing
  - Employee & Labor Relations
  - E-Learning Initiatives
  - Succession Planning
  - Change Management
  - Adult Learning Principles
  - PC & MAC literate
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**PROFESSIONAL ACCOMPLISHMENTS**

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**WISCONSIN STATE POLICE (WSP), Madison, WI** 1988 to Present  
Lead law-enforcement agency in WI with 5400 employees and 7 unions. Diversified mission of police services, boat and aviation patrol, investigation, scientific and support services, homeland security, and training.

**Commanding Officer (Major), Identification and Information Technology - June 2007 to Present**  
**Commanding Officer (Major), Human Resources Section - October 2005 to June 2007**

Promoted through progressive HR and senior-management positions as strategic change agent. Oversaw budgets of \$20 million to \$50 million with direct and indirect supervision of up to 300 personnel.

- **Change Management:** Transformed HR from administrative role to strategic business partner, driving key performance initiatives to meet emerging demands of post-9/11 and intelligence-led policing environment.
  - Retooled Training Bureau to deliver best-practices law-enforcement training to local and county police officers (outside WSP). Pioneered revenue-generating program - \$15,000 profit from first class held.
  - Expanded college-level CEU accreditation across all training and development programs.
  - Expanded firearms training across entire continuum of force (psychological, physical, and self-defense).
  - Led paradigm shift for medical services from reactive to proactive health and wellness training.
- **HR Management:** Captured \$5 million in HR cost avoidance by paring down enlisted sick leave 55%. Administered \$20 million budget annually for diverse HR functions: health and welfare benefits, employee and labor relations, performance management, training and development, and OD.
- **HR Web Site:** Spearheaded development of complex (340 pages and 700 links) HR web site that grew into critical information-sharing and e-learning tool. Now second-most-visited site in WSP web site.
- **Training and Development:** Innovated 10 new professional-development training programs using in-house subject-matter-experts that saved \$50,000 over 6 months. Oversaw development of confidential, highly sensitive random drug-testing program for troopers, which won support from union leadership.
- **Team-building Leadership:** Raised group morale and synergy scores by designing and delivering team-building training for 125 staff using adult learning theory (group work and hands-on exercises).
- **Leadership Training:** Built foundation for careerpathing and succession planning through keynote addresses to 300 new supervisors on strategic thinking, ethics, and professional development.
- **IT Leadership:** Re-vitalized and led cost-effective WAN migration which saved \$1.24 million in costs. Upgraded organization-wide emergency-communications system, established emergency field-response teams, instituted customer-service surveys, and improved network security.

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**PROFESSIONAL ACCOMPLISHMENTS - continued**

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**Chief (Captain), Organizational Development Bureau - November 2004 to October 2005**

Chosen to head up newly formed bureau and challenged with enhancing organizational development.

- **OD Leadership:** Championed and established OD Bureau, with 12 staff and fully operational systems in 3 months. Introduced strategic planning and SOPs for change initiatives involving promotions process and testing, academic partnerships, organizational re-structuring, e-learning, and risk management.
- **Strategic Partnerships:** Grew academic-institution partnerships and encouraged employees' professional development through on-site education fairs, supervisory coaching, and motivational mentoring. Result: number of Bachelor's Degree holders increased by 35%, although not required for retaining job.
- **Risk Management:** Led risk-management analysis of 200 policies and SOPs across divisions. Identified and focused training on critical topics and launched e-learning pilot project to quickly disseminate training.
- **Project Management:** Efficiently administered multi-site promotion testing for 1500 employees. Assessed policies, conducted focus groups, and partnered with union officials to conclude testing within 1 month.

**Chief (Captain), Human Resources Bureau - December 2001 to November 2004**

Directed HR operations: hiring, labor relations, promotions, transfers, employee benefits, and \$200 million payroll for 4200 civilian and non-civilian (union) employees. Supervised 60 HR generalists and specialists.

- **HR Leadership:** Led 22-member committee, including union leaders, in broad staffing study. Developed up-to-date staffing goals, resource-allocation plans, and budgets for submittal to state legislature.
- **Change Management:** Initiated re-instatement of 250 civilian promotions, held up for 2 years due to budgetary concerns, after careful fiscal analysis and operations review showed minimal financial impact.
- **Performance Assessment:** Played key role in assessment, development, training, and roll-out of new performance evaluation report to 3,000 management and supervisory personnel.

**Assistant Chief (Lieutenant), State Regulatory Bureau - April to December 2001**

Promoted to Bureau Chief to devise and implement change management. Supervised staff of 30.

- **Strategic Re-structuring and Performance:** Consolidated units for cost efficiency, and contributed to committee that designed, implemented, and trained on new performance evaluation system.
- **Continuous Improvement:** Revised and upgraded investigation and firearms-safety handbooks, updated private-detective applications, and improved customer service by reducing service backlogs.

**Administrator, Special and Technical Services - 1996 to 2001**

Oversaw specialized investigative support unit, supervising team of 5 professionals. Led cutting-edge strategic projects, forensic laboratory accreditation, terrorism exercises, and alternate-workweek program.

**PREVIOUS CAREER HISTORY:** Promoted from Trooper to Detective, Investigations. Managed \$25 million in contraband and property, and improved integrity of voucher and forfeiture tracking systems.

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**EDUCATION AND LEADERSHIP ACTIVITIES**

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**MS, Dynamics of Organizations** (with Honors) - University of Wisconsin, Madison, WI - 1999

**BS, Business Administration (HR major), magna cum laude** - University of Iowa, Iowa City, IA - 1996

**Certificate in Criminal Justice (Class Valedictorian)** - Wisconsin State Police Academy, Madison, WI

**State Police Pension Board Member** - appointed June 2007

**Adjunct Professor** at 2 Wisconsin colleges teaching undergraduate and graduate business courses