

## CHRISTOPHER G. LONG

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### SENIOR LEVEL HUMAN RESOURCES LEADER

**Employee Relations | Talent Management | Organizational Development | Benefits**

Proven track record of success as strategic member of corporate leadership teams in improving organizational performance. Demonstrated ability to develop trusted partnerships with top company leadership. Confident decision-maker and problem solver focusing on outcomes and measured results. Excellent presentation and influencing skills.

### PROFESSIONAL EXPERIENCE

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PENNYMAC FINANCIAL SERVICES, INC., Westlake Village, CA 2012 – 2018

**Senior Director, Human Resources** (9/2015 – 9/2018)

**Director, Human Resources** (8/2012 – 9/2015)

Human Resources leader for this fast-growing specialty financial services and non-bank mortgage firm. PennyMac grew from 600 to more than 3,500 employees at 15 locations during my tenure. Reported to Managing Director, Human Resources.

- Played a key leadership role in building the HR organization as part of PennyMac's transition away from an outsourced model.
- Established excellent working relationships with business unit leaders across the enterprise by delivering high-level strategic consultation on employment-related issues, compliance, immigration, and HR trends.
- Counseled senior-level managers on highly complex employee relations issues to minimize liability to the company.
- Created and delivered management training modules in employment law and progressive discipline.
- Led the design, development and ongoing execution of a comprehensive benefits strategy to align people and business strategies. Examples include promoting consumerism and wellness. Participation in our HDHP expanded from 3% to 54% over the past five years, and we achieved 78% employee participation in our wellness initiative after the first year.
- Promoted new partnership with Glassdoor to improve our overall rating and utilize Glassdoor as a source of talent. Company rating improved from 2.6 to 3.5 in just over a year.

BLUE CROSS BLUE SHIELD ASSOCIATION, Chicago IL

2007 – 2011

**Managing Director, Human Resources**

Oversaw all HR operations for the trade association representing the Blue Cross Blue Shield companies. Reported to Senior Vice President, HR & Administration.

- Led HR initiatives enabling BCBSA to garner several workplace awards, including AARP's "Best Employers for Workers Over 50," Modern Healthcare's "Best Places to Work in Healthcare," and Business Week's "Best Places to Launch a Career."
- Proposed and implemented new features to existing 401(k) plan including brokerage window and Financial Engines retirement investment advice resulting in a participation rate 5 times their normal enrollment.

JAMES HARDIE BUILDING PRODUCTS, Chicago, IL

2006 – 2007

**Director, Field HR Operations**

Managed all HR generalist operations in US and Canada for Australian fiber cement manufacturer. Reported to Global Vice President, HR.

- Directed company-wide reduction-in-force initiative to restructure operations for success in midst of severe market downturn, resulting in \$15M annualized payroll savings.
- Implemented new online performance and talent management system based on values and leadership competency model to help drive cultural shift.

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**EXPERIENCE (CONTINUED)**


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MARSH, INC., Chicago, IL

2001 – 2005

**Senior Vice President and Regional Human Resources Director**, (2004 – 2005)**Vice President and Regional Human Resources Director** (2001 – 2004)

Head of Midwest Region human resources and member of Regional Executive Team for global insurance brokerage and risk consulting firm. Reported to Managing Director, North American Human Resources with matrix reporting relationship to Managing Director, Midwest Business Unit.

- Led implementation of new balanced scorecard-based performance management process resulting in 80% reduction in performance-based severance costs.
- Formulated recommendations for cash and equity compensation for executives and management that competitively aligned with the marketplace and linked compensation to business results.
- Prepared human capital strategies to ensure effective due diligence and integration of acquisitions.
- Led litigation efforts to protect Marsh interests against competitive expansion.
- Rolled out new college relations strategy and employment brand-building on Midwest campuses, resulting in 30% increase in candidates and 85% acceptance rate.

CANON BUSINESS SOLUTIONS, Schaumburg, IL

2000 – 2001

**Director, Human Resources**

Oversaw all human resources operations as member of executive team for field sales and service subsidiary of Canon USA. Reported to President with matrix reporting relationship to Senior Vice President, HR, Canon USA.

- Reduced recruiting costs by 43% with redesigned program and increased hiring activity by 29%.
- Played key role in expansion of company to Denver and Houston markets.

PERRIER GROUP OF AMERICA, Brea, CA

1995 – 2000

**Manager, Learning & Organizational Development**

Senior internal consultant responsible for development and implementation of strategic organizational initiatives in the United States, Canada, and Mexico for this subsidiary of Nestle SA. Reported to Vice President, Learning & Organizational Development.

- Designed and implemented web-based 360° survey tool based on core values and intended to accelerate cultural change.
- Designed and implemented competency-based succession planning system.
- Designed and implemented company-wide Executive Development strategy.

***Other experience includes: Atlantic Richfield Corp., Senior Human Resources Consultant; International Business Machines, Employee Relations Specialist.***

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**EDUCATION**


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**Master of Arts**, Institute of Labor and Industrial Relations, University of Illinois**Bachelor of Arts**, Political Science, University of Illinois

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**CERTIFICATIONS/COMMUNITY LEADERSHIP**


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- Advanced Certificate in Employment Law, IAML
- Certificate in Employee Benefits Law, IAML
- Certificate in General Management, Anderson Graduate School of Business, UCLA
- Senior Professional in Human Resources (SPHR), Human Resources Certification Institute
  - Certified Trainer, DDI and AchieveGlobal
- Volunteer and Pro Bono Consultant, Taproot Foundation
  - Volunteer, Westside German Shepherd Rescue
- Formerly served as Secretary on the Mental Health America in Illinois Board of Directors