

# ELISSA C. O'BRIEN, MBA, MS, SHRM-SCP

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## HUMAN RESOURCES EXECUTIVE

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**Unique combination of business development and global HR experience** with a reputation for using evidence-based data to make pragmatic, informed business decisions. Experience leading transformative HR business practices to create superior organizational performance through synergistic human capital decisions and investments that span the employment life cycle and organizational design decisions. **Experience managing a \$58 million dollar P&L.**

**Strategist, problem-solver and proactive business leader** with a comprehensive business background within **private equity, healthcare, property management and financial services** industries at companies with upwards of 37,000 employees.

**Influential change agent with a focus on business outcomes** and a deep expertise in aligning people, process and culture to achieve organizational objectives and create competitive advantage. Trusted business advisor, coach and influencer to executives and senior line management on a breadth of business and workplace matters including:

**Change Management / Culture Shift**  
**Business Disruption**  
**Building Business Growth / Market Share**  
**Workforce Planning / Design**

**Transformative HR and Business Practices**  
**Leadership Development / Succession Planning**  
**Employee Experience / Engagement**  
**Talent Acquisition/ Management**

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## PROFESSIONAL EXPERIENCE

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— SOCIETY FOR HUMAN RESOURCE MANAGEMENT, ALEXANDRIA, VA • 06/2013 TO 10/2018 —

*(Global HR professional association with >300,000 members in >165 countries with >800 affiliates; revenue of \$160M.)*

**Chief Membership Officer (09/2017 – 10/2018)**  
**Vice President of Membership (6/2013-08/2017)**

Lead a team of 28 HR professionals in the development and implementation of membership strategies that promote new member acquisition and retention. Represent HR global membership at the executive level to ensure products and services are valuable for the HR professional at all levels. Travel extensively worldwide speaking on HR trends and practices. Manage \$58M P&L and \$6.6M budget; oversee 800 affiliates, including several international affiliates and partners. Member of the Executive Leadership Team.

- ✓ **Developed and executed California membership strategy** to increase market share, resulting in CA membership growth rate of 4% YoY and an increase in member retention rate from 52.5% to 81.2%.
- ✓ **Redesigned Affiliate structure** to gain better alignment with the association's 800 affiliates.
- ✓ **Led an organization-wide strategic initiative** to improve the quality of talent acquisition content delivered to members, resulting in \$1M increase in product revenue.
- ✓ **Developed and executed new Membership strategy and component review** to increase total membership growth by 20% in five years.

— WINNRESIDENTIAL, BOSTON, MA • 07/2012 TO 6/2013 —

*(Third largest residential property management and development firm, with \$2B in revenue and 5,000 employees.)*

**Senior Vice President of Human Resources and Organizational Development**

Transformed the HR/OD department from a transactional operation to a strategic function by incorporating a business partner platform that was client facing with centers of excellence and shared services. Led a team of 12 HR/OD professionals; member of Executive Leadership team.

- ✓ **Designed comprehensive 2-year Leadership Development program** focused on leadership competencies needed to be successful within the Winn corporate culture.
- ✓ **Established best-in-class Talent Acquisition strategy** to assist managers in attracting, sourcing, selecting, and hiring top talent.
- ✓ **Spearheaded and implemented company-wide New Employee Experience/Onboarding program** to introduce employees across 23 states to the Winn culture.
- ✓ **Identified and integrated new HRIS platform** to make evidence-based HR decisions and inform HR strategy.

— STEWARD HEALTH CARE, BOSTON, MA • 06/2011 TO 07/2012 —

*(Largest private, for profit, hospital system in the US with 36 community hospitals in 10 states and 37,000 employees.)*

**Director of Corporate HR Services**

Hired into newly created strategic role amidst a series of hospital acquisitions to develop and execute a plan for managing talent acquisition/retention and on-boarding of executives and hospital staff. Reported to Chief HR Officer and managed staff of 10 HR business partners. Oversaw \$1M budget. Provided HR support to executive leadership team comprised of 5 C-level executives, 30 VP's and more than 3,000 corporate employees. Global HR experience with two business units outside the US (India & Gand Cayman).

- ✓ **Sourced, interviewed and recommended key executive hires.** Developed company's first executive on-boarding system in preparation for hiring 30+ executives in the coming year.
- ✓ **Provided leadership and change management strategies for culture change initiatives** as company transitioned from not-for-profit to for-profit model.
- ✓ **Created comprehensive employee orientation and onboarding program** for new and existing employees reinforcing the Stewart brand. Program successfully on-boarded 6,000+ new employees corporate-wide/year.
- ✓ **Led design and implementation of corporate-wide RIF incorporating comprehensive communications plan and management training,** resulting in zero legal or union issues.

— WINGATE HEALTHCARE, INC., NEEDHAM, MA • 04/2006 TO 06/2011 —

*(4000-employee healthcare organization providing skilled nursing, sub-acute care, rehabilitation, Alzheimer's care, brain injury care, assisted living, independent living, and pharmacy services in 20 facilities.)*

**Vice President of Human Resources (2007-2011)**

**Director of Human Resources (2006-2007)**

Member of Executive Team charged with establishing formal HR systems, standardizing HR practices among all facilities, and improving employee retention and satisfaction. Led staff of 24.

- ✓ **Reorganized HR structure** and hired 3 regional HR managers to provide more proactive support and visible HR assistance in a geographically dispersed organization. Achieved employer of choice status by transforming HR function from a reactionary "silo" department into a proactive, strategic and respected business partner and employee champion.
- ✓ **Steered successful integration of culture and HR practices of 5 newly acquired facilities.**
- ✓ **Achieved 25% decrease in new employee turnover by instituting programs and formal procedures** for recruitment, performance management, leadership development, and total rewards.

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**EARLY CAREER**

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Access Point RI: **Director of Human Resources** (1992 -2006)

Bryant University: **Part Time Adjunct Instructor**, Executive Development Center (2004 -2007)

Bank of America (Formally BayBank): **Human Resources Representative** (1990- 1992)

American Express/Dreyfus Mutual Funds: **Account Executive** (1989-1990)

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**EDUCATION**

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**MBA**, Johnson and Wales University, Providence, RI

**MS, Managerial Technology**, Johnson and Wales University, Providence, RI

**BS, Management of Human Resources**, Salve Regina University, Newport, RI

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**INDUSTRY LEADERSHIP**

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Testified before the U.S. Senate Committee on Health, Education and Labor on paid time off considerations (2009)

Testified before the U.S. Department of Labor on Family and Medical Leave Act – invited panel member (2008)

**Invited Speaker on HR Trends and Issues:**

Multiple HR Conferences/Programs across the Globe, including US, Puerto Rico, Guam, India, Mexico, & Europe  
Georgetown University/ Bryant University Women's Summit/Pepperdine University, Malibu, CA