

*(Lance) has a unique range that allows him to be effective at all levels, from non-exempt employees to executive management.* Edwin A. Reilly, COO, Med Diversified

## **SUMMARY**

High performance Director of Human Resources / Business Partner with exceptional experience developing the organization's most valuable asset - people - to align with an organization's strategy. Demonstrated success enhancing performance, competitiveness, and effectiveness of dynamic, culturally diverse environments. A resourceful and creative problem solver, originator of practical business solutions, and driver of talent management initiatives, especially in times of transition and growth. Experience with large multi-site, multi-state organizations, both unionized and non-unionized, in healthcare, building services and retail service.

- ◆ A trusted advisor with a proven successful track record in challenging environments and cultures that did not initially embrace HR.
- ◆ Highly skilled in building / rebuilding HR infrastructures; a particular talent for creating and establishing programs that increase employee engagement and productivity, improve client satisfaction, and reduce costs.
- ◆ Superbly organized and focused on forming collaborative relationships and delivering key results that exceed expectations from a financial and a strategic goal perspective.
- ◆ An engaged listener and encouraging guide who enjoys and respects people, communicates appropriately high expectations, and envisions employee development as the ultimate competitive market advantage.
- ◆ A knowledgeable, thoughtful, insightful individual who functions well in a rapidly paced environment, providing professional competence while maintaining logic, clarity and focus in pressure situations.

## **PROFESSIONAL COMPETENCIES**

- |   |                              |                         |
|---|------------------------------|-------------------------|
| ◆ Training, Coaching & Mentoring        | ◆ Performance Management     | ◆ Diversity & Inclusion |
| ◆ Talent Acquisition & Management       | ◆ Legal Structure & Theories | ◆ Employee Relations    |
| ◆ Legal Compliance & Management         | ◆ Compensation & Rewards     | ◆ Labor Relations       |
| ◆ Organizational Development & Strategy | ◆ Onboarding & Retention     | ◆ Safety                |
| ◆ Benefits Design & Administration      | ◆ Acquisition & Integration  | ◆ Best Practices        |

## **PROFESSIONAL EXPERIENCE**

**WASH DEPOT HOLDINGS INC., Malden, MA**

**2006 - 2019**

Wash Depot is a \$120M automobile care and detail service company with 2,000 employees in 7 states. (Corporate office relocation to FL)

### **Director of Human Resources**

As key member of senior management team reporting to the CEO, accountable for leading the Human Resource function, including all employee policies and programs, payroll, employee relations, performance management, safety, talent acquisition, benefit design and administration, administration of workers compensation and general liability insurance programs. 4-5 direct reports. Partner to CEO, CFO, Director of Field Operations and more than 10 Regional Managers. Currently 2000 employees, 50 locations in 7 states but previously as many as 86 locations, and 3,000 employees in 13 states, including CA.

- ◆ Effectively managed all employee related claims, charges and legal matters.
- ◆ Pre-tenure, company had I9 ICE (Immigration and Customs Enforcement) investigations with several thousand dollars in fines for defects in I9s. After coming aboard, completed audit, corrected defects, and created permanent fix. Implemented new policies that cut incidence of charges and saved tens of thousands of dollars in litigation costs.
- ◆ Additional ICE audit in 5 locations resulted in zero defects or fines.

**Director of Human Resources** continued

- ◆ Improved effectiveness of key sales position by working with operations and marketing to build ideal profile and implementing predictive index to hire to specifications, improving customer service and boosting sales by 5% to 10%. As experienced investigator, conducted investigations into claims of discrimination, harassment and sexual harassment. When warranted, corrected and eliminated any problems.
- ◆ Developed highly effectual new policies and practices to address employee performance and termination process.
- ◆ Slashed litigation costs by \$100K per year by implementing several best practice policies that drove culture change and created more equitable workplace.
- ◆ Successfully managed multiple wage / hour claims and audits, negotiating and significantly reducing damages; implemented changes to permanently correct issues.
- ◆ Effectively directed multiple OSHA investigations and audits, negotiating penalties and limiting financial exposure; implemented permanent corrections.
- ◆ Partnered with Marketing department on several well-received employee contests and engagement activities.
- ◆ Designed and implemented strategy to ensure compliance with The Affordable Care Act, thus avoiding catastrophic financial impact. Created and implemented state mandated sick time policies in MA and CA.
- ◆ Developed and executed HR and leadership training to management team, leveraging leadership best-practices
- ◆ Boosted participation 400% by researching and implementing new "Safe Harbor" 401k plan.
- ◆ Successfully changed 401k vendors, which involved building new imports and exports with payroll system.
- ◆ Effectively managed IRS 401k audit and annual 401k audits.
- ◆ Successfully developed strategy and mounted anti-union campaign defeating aggressive organizing attempt.
- ◆ Developed and conducted employee relations / union avoidance training.
- ◆ Successfully drafted and defended more than 15 EEOC charges; reduced charges to zero in last 4 years.
- ◆ Led HR integration of two separate acquisitions totaling 16 locations and 600 employees in two states.
- ◆ Oversaw divestiture of 30 locations, and led transition of 1K employees to new ownership or out of organization.
- ◆ Managed \$2.2M annual medical benefit renewal process providing high quality benefit program while maintaining annual increase of less than 5%.

*UNICCO SERVICE COMPANY, Auburndale, MA*

*2003 - 2006*

UNICCO is a \$750M integrated facility services company with 20,000 employees in 26 states.

**Director of Human Resources for Operations and Business Development**

Answerable for all US Human Resource operations, including employee relations, recruitment, labor relations, new account start-ups and training. Delivered advice, coaching, and counseling to managers and executives to solve complex business problems. Supported 7 Vice Presidents of Operations, entire Sales organization and 20K employees. Direct reports included 7 Regional HR Directors. Reported to VP of Human Resources.

- ◆ As member of Corporate HR team, developed and implemented highly effective human resource strategy, policies, and programs.
- ◆ Represented HR group in implementation of organization-wide balanced scorecard. Established HR metrics and tracked performance, resulting in improved HR focus and service to internal clients.
- ◆ As part of learning and growth perspective of balanced scorecard, conducted comprehensive analysis of organization's management development needs and reported findings to senior management, resulting in action plans and training to address gaps.
- ◆ Capably handled budget development and management of \$1.6M.
- ◆ Restructured, recruited and reorganized HR staff resources across US after consolidation of two divisions.
- ◆ Delivered HR leadership to rebuild HR function and staff at Tulane University, a UNICCO account, in team recovery effort post Katrina. Recruited and trained entire new staff of 125 + under extraordinary circumstances.

*UNICCO, Commercial North Division, Boston, MA*

*2003 - 2004*

UNICCO's largest division in revenue (over \$200M) and nearly 6,000 employees, the majority unionized.

**Regional Director of Human Resources**

Created and executed wide-ranging HR programs that supported organization and advanced employee engagement.

**Regional Director of Human Resources** continued

- ◆ Reorganized HR staff resources by function, providing improved service to Operations.
- ◆ Slashed grievances from 12-15 per week to 2-3 by successfully managing extremely high union grievance activity.
- ◆ Developed joint labor relations training program for managers and stewards in collaboration with Labor Relations; trained over 125 managers and 75 union stewards.
- ◆ Oversaw coordination of mandated EEO training for over 5,000 employees.
- ◆ Directed several new account start-ups, including recruitment, employment and training.
- ◆ Managed completion of comprehensive I-9 audit of nearly 6,000 employees and developed and monitored permanent fix systems for compliance and tracking.
- ◆ Promoted into senior position due to performance excellence.

**EARLIER CAREER**

*MED DIVERSIFIED INC., Andover, MA*

**Corporate Director of Human Resources****Director of Human Resources****Human Resource Director, East Coast Division.**

- ◆ Led HR due diligence on all proposed and realized acquisitions. Developed and led HR transition plans for two major acquisitions include e-MedSoft.com and Tender Loving Care (TLC).
- ◆ Captured over \$1M in savings by directing major employee benefits consolidation for 2,600 employees.
- ◆ Developed Chartwell Human Resource Policy and Procedure manual, and employment forms. Converted 9,000 former HMA employees to Chartwell employees. Consolidated 7 different PTO programs into 1.
- ◆ Led several large-scale reductions-in-force prior to Branch closings.
- ◆ Successfully resolved \$1M FLSA claim with State of Texas.

*THE FRONTIER GROUP, Boston, MA.*

**Director of Employee and Labor Relations****Director of Human Resources, Frontier Group and OCS****Employment Manager, Frontier Group****Director of Human Resources and Recruitment, Ultra Care Rehabilitation**

- ◆ Successfully defeated Teamsters, Local 404 and New England Health Care Employees Union District 1199 in two separate attempts to organize skilled nursing centers.
- ◆ Effectively negotiated/settled 8 separate collective bargaining agreements simultaneously with 4 different unions.
- ◆ Key member of the Strike Task Force Team that developed strike contingency plan for 5 centers in CT.
- ◆ Successfully managed wide variety of complex employee relations issues, including MCAD, CHHRO, EEOC, and wage and hour complaints, lawsuits, terminations and severance agreements, arbitrations, sexual harassment investigations, etc.

**EDUCATION**

BS, Springfield College, Springfield, MA

**CERTIFICATION**

Advanced HR Management Certification, Bentley University, Waltham, MA

SPHR Certification, Senior Professional in Human Resources

Predictive Index Certified

**PROFESSIONAL AFFILIATIONS**

Human Resources Leadership Forum

Society for Human Resource Management (SHRM)

Northeast Human Resource Association (NEHRA)