

CHRISTOPHER G. LONG

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SENIOR LEVEL HUMAN RESOURCES LEADER

Business Partner | Employee Relations | Talent Management | Organizational Transformation | Benefits

A senior HR leader with expertise across the spectrum of HR functions. A proven track record of success in improving organizational performance. Demonstrated ability to align culture and strategy to influence results. Expertise in leading organizational transformation initiatives with direct bottom-line impact. Confident decision-maker and creative problem solver focusing on outcomes and measured results.

PROFESSIONAL EXPERIENCE

INDEPENDENT CONSULTANT, Boston, MA and Westlake Village, CA 2018 - PRESENT

Currently providing Human Resources consulting services on a variety of projects while conducting my job search.

- In conjunction with in-house and outside Legal counsel designed and implemented strategy to mitigate risk in class action wage and hour lawsuit.
- Assisting ongoing defense efforts; coordinating discovery response in class action wage and hour lawsuit.
- Led benefit broker review resulting in \$350k annual savings.

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

Senior Director, Human Resources (9/2015 – 10/2018)

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

Human Resources leader running HRBPs/Employee Relations, Benefits and Talent Acquisition functions for this fast-growing specialty financial services firm. PennyMac grew from 600 employees at six locations to more than 3,500 employees at 15 locations during my tenure. Reported to CHRO.

- Played a key leadership role in building the internal HR organization as part of PennyMac's transition away from a PEO arrangement, including development of PennyMac's Employee Relations framework and Employee Benefit programs.
- Established excellent working relationships with business unit leaders by delivering high-level strategic consultation on employment-related issues, compliance, immigration, and HR trends.
- Led various processes across the enterprise to build culture and improve employee engagement.
- Counseled senior-level managers on highly complex employee relations issues to minimize liability to the company.
- Led design and implementation of a new online performance management system to drive a performance-based culture and link individual goals to PennyMac strategic plan goals.
- Led cultural improvement surveys in Infrastructure Technology/Application Development departments and Texas call center resulting in 40% reduction in turnover.
- Conducted investigations, addressed employee issues and complaints, and created communications protocols in partnership with Legal and Compliance teams.
- Created and delivered leadership training modules in coaching for performance, employment law and progressive discipline.
- Led the design, development and ongoing execution of a comprehensive benefits strategy to align people and business strategies. For example, promoting consumerism and wellness led to HDHP participation increasing from 3% to 54% over five years, and 78% employee participation in our wellness initiative.
- Prepared materials and led all meetings for 401(k) Plan Committee.
- 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.
- Led annual and ongoing HR Strategic Planning and budgeting processes.
- Represented HR on several enterprise-wide governance committees.

EXPERIENCE (CONTINUED)

BLUE CROSS BLUE SHIELD ASSOCIATION, Chicago IL

2007 – 2011

Managing Director, Human Resources

Responsible for HR generalist activities, employee relations, benefits, compensation, staffing and HRIS for the trade association representing the Blue Cross Blue Shield companies. Reported to CHRO.

- 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."
- Led selection and implementation of new HRIS and talent management systems.
- Led annual talent review process.
- Oversaw the design, implementation and annual administration of all BCBSA base and incentive compensation programs.
- Directed design and implementation of telecommuting and flexible work arrangements program, enabling BCBSA to expand talent pool nationwide and reduce relocation costs by 35%.

JAMES HARDIE BUILDING PRODUCTS, Chicago, IL

2006 – 2007

Director, Field Human Resources

Managed all HR generalist operations in US and Canada for Australian fiber cement manufacturer. Reported to CHRO.

- 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.
- Led annual talent review process.
- Conducted comprehensive benefits review leading to \$1.2M in annual premium and fee savings.
- Oversaw administration of annual company-wide compensation processes.

MARSH, INC., Chicago, IL

2001 – 2005

Regional Human Resources Director

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.

- Redesigned performance management process resulting in 80% reduction in performance-based severance costs.
- Led annual talent review process.
- Created a bonus and equity compensation model that linked compensation directly to business results.
- Oversaw administration of annual compensation processes across Midwest Region.
- 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%.
- Redesigned sales positions, incentive plans, and selection process to reduce turnover by 25%.
- Oversaw the design, implementation and annual administration of all Canon base and incentive compensation programs.

EXPERIENCE (CONTINUED)

PERRIER GROUP OF AMERICA, Brea, CA

1995 – 2000

Manager, Learning & Organizational Development

Senior internal consultant responsible for development and implementation of strategic organizational initiatives to accelerate values-based cultural change and acquisition integration 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 PGA's core values.
- 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 – Resource Programs Manager, Employee Relations Specialist, Senior Recruiter.

EDUCATION

Master of Arts, Institute of Labor and Industrial Relations, University of Illinois

Bachelor of Arts, Political Science, University of Illinois

CERTIFICATIONS/COMMUNITY LEADERSHIP

- 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 Board of Directors of Mental Health America in Illinois