NORTH EASTON, MASSACHUSETTS | (508) 942-7849 | carolyn.d.ross2014@gmail.com

#### SUMMARY:

Accomplished Human Resources leader with extensive experience in all aspects of Human Resources management across diverse industries. Proven track record of success in companies that value collaboration and credibility built on a combination of business knowledge and trusted partnerships. Excel at innovative problem-solving resulting in high-quality outcomes. Consistently praised for maintaining a long-term, strategic perspective, while exceeding expectations on day-to-day deliverables. Reputation for building and leading high-performance teams. Proven expertise in the areas of:

- Talent Acquisition, Engagement and Retention
- Employee and Labor Relations
- Strategic Planning and Implementation
- Training and Organizational Development

- Compensation and Benefits
- Executive and Leadership Coaching
- Mediation and Conflict ResolutionLegal and Regulatory Compliance

#### PROFESSIONAL EXPERIENCE:

### **STURDY MEMORIAL,** Attleboro, MA 2019 – Present

Independent community hospital system with 2,100 employees providing a full range out inpatient and outpatient services.

#### **Chief Human Resources Officer**

- Member of the seven-person Sr. Management Team and managing 12 member HR Team, the 3 member Volunteer
   & Student Services Team and the 14 member Occupational Health Services Team.
- Oversee all aspects of human resources, including talent acquisition, retention and engagement programs, compensation and benefits, employee relations, training and development, HRIS and HR process improvement.
- Responsible for Volunteer & Student Services program which manages over 400 volunteers annually (down from approximately 900 pre-pandemic).
- Supervise the Nurse Manager for Occupational Health Services, which provides healthcare, pre-employment testing and physicals, and vaccinations for employees of Sturdy and numerous outside companies, seeing approximately 2,000 patients per month and generating approximately \$175,000 in monthly revenue.

#### **BRISTOL COMMUNITY COLLEGE,** Fall River, MA 2017 – 2018

Comprehensive community college with approximately 1,300 employees offering more than 150 career and transfer programs of study across five campuses to over 7,600 students each semester.

#### **Executive Director of Human Resources**

- Responsible for all aspects of human resources management for the college, including talent acquisition, employee
  and labor relations, benefits, compensation, rewards and recognition, training and development, strategic
  workforce planning, and employee retention and engagement.
- Redesigned, staffed and trained an improved human resources team by revising existing human resources positions
  and hiring additional roles to better accomplish value-added and strategic needs of the college.
- Established more collaborative relationships with college leadership, faculty, staff, outside counsel, external vendors and internal and external (statewide) union leadership.
- Partnered with the college President to revamp the employment culture across the college.

#### RIVERSIDE COMMUNITY CARE, Dedham, MA 2013 - 2017

Non-profit healthcare human service agency with 1,400 employees working in approximately 100 programs in 75 locations throughout Massachusetts.

# Chief Human Resources Officer, Vice President of Human Resources & Professional Development

• Member of the four-person strategic Executive Team and 25-member Leadership Team managing 20 human resources professionals with an operating budget of \$975,000 and salary budget of \$864,000, totaling \$1,839M.

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- Overall responsibility for overhauling the HR function, including orientation and onboarding, employee relations,
  performance management, training and professional development, employee engagement,, safety, the
  eLearning/communications, compensation, benefits, rewards and recognition, consulting on prospective Merger
  and Acquisition activities, and establishing a DE&I program.
- Revamped the talent acquisition process and team, improving every aspect and resulting in Riverside rated among the lowest in the industry for vacancies; also resulting in an increase in retention and decrease in turnover.
- Participated in development of overall corporate strategy; successfully managed union prevention efforts; assisted with contract review and negotiation; and managed all workers' compensation and unemployment issues.
- Oversight of Human Resource Information System (HRIS)/Human Capital Management (HCM) selection and implementation.

### **ENERNOC, INC.**, Boston, MA 2010 - 2013

Rapidly growing \$290M global clean technology, energy management company employing over 750 employees across the United States and in four other countries.

## **Senior Manager of Employee Relations and Training**

- Fast-tracked for expansion of responsibilities within initial six months of employment.
- Led highly motivated four-member Employee Relations and Training team and administered \$1.5M budget.
- Directed corporate-wide international employee relations and performance management programs.
- Optimized performance of national and international teams through customized coaching, conflict resolution and team-building solutions, resulting in improved morale and greater collaboration and efficiency.
- Responsible for learning and development across the company, including Orientation, On-boarding, Mentor and
  "Buddy" programs, leadership and executive development, competency modeling and succession planning,
  resulting in increased retention, improved engagement and shorter hire-to-performance timelines.
- Planned, obtained and administered \$249,500 Workforce Training Fund grant, launching 80 sessions of more than 20 staff and leadership development courses to be introduced over a 20-month period.
- Advised senior management regarding culture, employee engagement, total rewards and retention initiatives.
- Successfully planned and executed numerous annual corporate-wide events.
- Administered quarterly and annual company awards programs and other employee recognition events and activities.

#### **SOUTHCOAST HOSPITALS GROUP**, New Bedford, MA 2004 - 2010

Non-profit, community based healthcare delivery system consisting of three hospitals and multiple ancillary access points, employing nearly 6,000 employees.

## **Director of Human Resources, Charlton Memorial Hospital**

- Managed eight-member generalist department in the delivery of Human Resources services and programs to the 2,500 employees, leadership and physicians of a 328-bed hospital.
- Provided strategic planning, consultation, and creative problem resolution to leadership throughout the larger three-hospital health system regarding a variety of issues.
- Designed and delivered various employee and leadership training, development and coaching programs.
- Continuously improved organizational performance through system-wide strategic projects and initiatives, including creation of a recruitment "Sourcing Toolbox" that resulted in reduction of average time-to-fill from 40+ to 28 days; streamlining the leave of absence management process that reduced average leave duration; and implementation of a consistent, unified corporate on-boarding program.
- Directed talent acquisition and talent management efforts, resulting in a 54% reduction in average vacancies and 46% reduction in turnover rate over five fiscal years.
- Operationalized changes based on reporting and analysis of key human resources metrics, including six-page quarterly employment data report and fifteen-page annual report.
- Oversaw the delivery of benefits, compensation and HRIS programs in a shared services model.
- Led various quality improvement and LEAN/Six Sigma initiatives.

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#### THE MAY INSTITUTE, INC., Norwood, MA 1999 - 2004

\$82M national education, training and healthcare service provider with over 2,000 employees in 15 divisions throughout the East Coast of the United States.

### **Director of Employee Relations and Training**

- Quickly promoted to higher, more strategic level of leadership which included some General Counsel legal work, contracts and leases.
- Created organization-wide employee relations, discipline, diversity and performance management programs.
- Operated at the executive level to resolve issues, reduce risk, and implement and manage change.
- Directed corporate Training Department and administered \$280,000 training budget.
- Reduced turnover, increased morale and improved the quality of services through improved employee Orientation and implementation of Management Training Series.

#### **NEW ENGLAND FAMILY MEDIATION**, West Bridgewater, MA 1993 - 2002

Private mediation and training services business.

#### **President/Owner**

Operated successful business, mediating legal issues in over 100 cases and providing consultation and training programs on mediation, hiring/firing, coaching and a variety of legal topics to numerous organizations.

## FIDELITY INVESTMENTS INSTITUTIONAL SERVICES COMPANY, INC., Boston, MA 1998 - 1999

Division of \$9.8B international financial services and investment resources corporation.

#### **Senior Human Resources Representative**

Provided Human Resources generalist support for 500+ employees in Client Services business units.

#### **DAILEY & ASSOCIATES**, West Bridgewater, MA 1991 - 1998

General practice law firm providing legal services to individuals, municipalities and businesses.

#### Attorney

Represented and counseled clients in small business, estate planning, family law, employment law, personal injury, contract and bankruptcy matters. Assisted as firm's jury selection advisor/expert for criminal defense cases.

#### **EDUCATION:**

Juris Doctor, Suffolk University Law School, Boston, MA

BA, Psychology, minor in Business, SKIDMORE COLLEGE, Saratoga Springs, NY

CERTIFICATE, HUMAN RESOURCE MANAGEMENT, BENTLEY COLLEGE, Waltham, MA

CERTIFIED MEDIATOR, COAST-TO-COAST MEDIATION, Encinitas, CA

COACHING FOR HUMAN RESOURCES PROFESSIONALS; LEADERSHIP DEVELOPMENT FOR HUMAN RESOURCES PROFESSIONALS, CENTER FOR CREATIVE LEADERSHIP, COlorado Springs, CO

#### LEADERSHIP APPOINTMENTS:

### BANK OF EASTON, Member, Board of Directors (2005 - Present)

Member of six-person Board overseeing operations, growth, marketing, and management of the bank; member of Personnel and Security Committees and serve as the Board Secretary.

#### PERSONAL RENEWAL GROUP, Renee Trudeau & Associates Certified Facilitator (2012 - 2014)

Founded and led stress relief and self-renewal programs for working women.

TOWN OF EASTON, Easton, MA: Chair, Human Resources Board (2004 - 2007); Member, Personnel Plan Review Committee (2002 - 2004); Member, Town Administrator Screening Committee (2002 - 2003)