**Victoria Cameron Every, MBA**

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**STRATEGIC HUMAN RESOURCES & LABOR RELATIONS EXECUTIVE**

Strategic global HR leader (Michigan MBA/Cornell ILR) with broad experience leading teams in 40+ countries to support growth. Strong business acumen and record of building organizational capability, improving profitability, and facilitating transformational change during periods of rapid growth, IPOs, restructuring, and acquisitions. (public/private/ PE) Experience working with industry leading firms in the aerospace semiconductor, aviation, advanced manufacturing, life sciences, services, and CPG sectors.

Business Strategy • Executive Coaching • Talent Acquisition & Development • Compensation & Benefits • Labor Negotiations • Risk & Crisis Management • Change Management • M&A • Workforce Planning

**WORK EXPERIENCE**

**CONSULTANT GLOBAL HR & LABOR STRATEGY**, Self-employed & BTG **August 2024 – Present**

* Strategic HR and Labor Relations Interim and Project Work

**HEAD GLOBAL HUMAN RESOURCES,** Diodes Incorporated**,** Plano, TX **Jan 2023 – Jun 2024**

CHRO/CLRO leader reporting to the President & COO. **(**Semiconductor**, $2B Revenue/9,000 EEs)**

* Integrated 3 regional HR teams into a strategic global structure, harmonized HR processes, implemented integrated talent management program, developed plan to overhaul HR/HCM systems, and strengthened key relationships with the board, leaders, unions, and works councils.
* Redesigned 2024 benefit plans and renegotiated vendor contracts. Delivered increased coverages and enhanced offerings, while keeping inflation to 5%
* Launched technology transformation strategy and recruited new CTO and IT leadership team
* Completed merger 3 legal entities, streamlining legal structure (↓15% G&A costs, no loss key talent)
* Led restructuring plan to reduce workforce by 5% and delivered $19M annual savings in 90 days

**DIRECTOR GLOBAL HR and LABOR RELATIONS,** CHC Helicopter**,** Irving, TX **2012 - 2022**

Chief HRBP, Employee and LR leader for helicopter services and MRO firm reporting to EVP Legal and SVP HR. 70% staff outside of US represented by unions and/or works councils. Supported 3 private equity owners in succession (First Reserve, CD&R, and Bain) and an IPO.**($1.6B Revenue/4,900 EEs)**

* Expanded Talent Reviews to include cross functional input and mid-level/critical skill positions
* Built Labor/Employee Relations COE. Implemented robust planning & mandate approval process
* Completed 90+ sets of labor negotiations, managed national industry/sector bargaining, and improved bargaining outcomes. Served as Chief Spokesperson for all N. America bargaining.
* Supported filing of a cross-border Chapter 11 restructuring, reducing 100 aircraft and 2,200 employees; included renegotiating labor agreements, fleet lease terms, and bondholder debt.
* Led HR due diligence for a $250M acquisition in Europe and Australia. Developed HR playbooks.
* HRIS: Outsourced Workday maintenance and implemented a new applicant tracking system (ATS)
* Implemented GDPR compliance program before EU deadline and secured endorsements from European unions/works councils support for Workday implementation and links to key IT platforms.

**CONSULTANT HR and LABOR RELATIONS STRATEGY**

**NStar / Eversource Energy,** Boston, MA **2011 - 2012**

* Engaged by the SVP Human Resources to plan and develop labor relations, compensation, and benefit strategies to support 2012 labor negotiations plan affecting 60% of the workforce.
* Planned post-merger HR/LR integration strategies for its merger with Northeast Utilities, ensuring no expansion of represented groups. (Fixed term contract. Combined entity: **$7B Revenues/9,000EEs**)

**VP GLOBAL HUMAN RESOURCES,** Newell Rubbermaid, Winchester, VA 2009-2011

Chief HR and Safety leader for **$700M** global division. Reported to Division President. **Led team of 8.**

* Sourced 20% salaried workforce (11% replacement/9% growth) while upgrading bench strength and selection standards. Increased female hires by 28% and minority hires by 19%.
* Organizational Capability: Developed and executed plan to move European HQ from Luxembourg to Switzerland and negotiated social welfare and severance plans with Works Council; supported business conversion to SAP ERP platform; and staffed a new R&D COE in 120 days (Netherlands)
* Re-negotiated USW labor agreement for acquired plant, improving gross margin by 5%.

**VP GLOBAL HR and HSE,** Saint-Gobain Performance Plastics**,** Aurora, OH **2005 - 2009**

Chief HR, Labor Relations, and Health & Safety leader for **$800M division with 9 business units** (BUs)/**4,900 employees/45 sites/15 countries. Led team of 31.**

* Recruited 50%of divisionleadership positionsacross 9 business unitsin my first90 days**.**
* Doubled diversity hires for professional positions from 8% to 16%, reduced voluntary attrition, and accelerated development of incumbent employees increasing internal promotions.
* Managed integration of 5 acquisitions, 1 divestiture, and performed due diligence on 6 more deals.
* Developed/executed workforce planning strategies to expand manufacturing into 4 new countries.
* Planned strategy for international unions/works councils/union avoidance activities in 12 countries.
* Secured $800,000 in training grants for US sites and drove improved training programs.
* **HSE**: Reduced lost-time injury accident rate by 40% and recordable injury rate by 33% over 4 years; increased ISO certified sites from 12 to 27; and championed Six Sigma program.

**SENIOR MANAGER HUMAN RESOURCES, Carrier Corporation,** Waxahachie, TX **2002 - 2005**

Strategic business partner, advisor, and chief spokesperson to 4 business units. Revenue **$405M/ 2,300 EEs/ 14 locations** (mix union and non-union). **Led staff of** **12.**

* Integrated 4 acquired companies to align HR policies and systems to corporate/OFCCP standards
* Talent: Upgraded bench strength while achieving 52% diversity among salary new hires
* Redesigned and implemented corporate talent review and succession planning processes covering all white collar staff as leader of a global chosen by corporate HR.

**DIRECTOR EMPLOYEE and LABOR RELATIONS,** American Airlines**,** Fort Worth, TX **1994 - 2002**

Strategic HRBP and labor advisor to Flight Operations with **11,500 pilots** and **engineers** at **11 locations**. Ensured policies and processes aligned with business strategies and regulatory requirements (DOL, DOT, FAA Drug & Alcohol Program, USERRA). **Payroll $1.7B**

* Negotiated pilot and engineers labor agreements which **delivered $886M in savings**
* Union avoidance: Defeated CWA’s and IBT’s attempts to organize 20,000 airport agents
* Managed due diligence and implementation for joint ventures, acquisitions, and alliances
* Advocate in union/non-union grievance, arbitration, and administrative hearings. Win rate 88%

**EDUCATION**

**University of Michigan, Ann Arbor, MI**

**Master of Business Administration;** Concentration: Corporate Strategy & Operations Mgt.

**Cornell University, School of Industrial and Labor Relations, Ithaca, NY**

**Bachelor of Science in Industrial & Labor Relations**; Concentration: Human Resources & Labor Law

**McGill University, Faculty of Management, Montreal, Quebec, Canada**

**Visiting Scholar (Junior Year)** Concentration: Industrial Relations & Canadian Labor Law

**CERTIFICATIONS, AFFILIATION, DEVELOPMENT, LANGUAGES, & EXPERTISE**

**Certifications:** *People Analytics: Transforming HR Strategy with Data Science*, University of Cambridge Judge Business School, Cambridge, England, July 2022 • *Advanced HR Executive Program*, University of Michigan, Ann Arbor, March 2017 • *Hogan Certified Coach*, June 2017

**Professional Development:** DiSC Training • Operations Leadership Program, Companie Saint-Gobain • Emerging Leaders Program, University of Virginia Darden • Sustaining Effective Global LR Programs, Labor Policy Association • Dispute Resolution Training, National Mediation Board • Six Sigma Green Belt • Myers Briggs - MBTI • Golden Assessments

**Affiliation:**  HR Executive Roundtable at Southern Methodist University Cox Business School; SHRN Group New England

**Languages:** French (proficient), English (native)

**Expertise:** Human Resources Strategy, Labor Strategy, Culture Champion, Talent Acquisition, Talent Management, Training, Workforce Planning, Succession Planning, Talent Reviews, Organization Design, OD, Compliance, Manufacturing HR, Supply Chain HR, Corporate HR, Commercial HR, Employer Branding, Building STEM Partnerships and Pipelines, Investigations, Risk Management, GDPR, Benefits Planning, Vendor Management, Vendor Negotiations, M&A, Due Diligence, Executive Coaching, Diversity, Equity, & Inclusion (DEI), Belonging, Communications, Employee Engagement, Employee Resource Groups (ERGs), Employee Surveys, Dispute Resolution, HRIS, Compensation Planning, Employee Relations, Labor Relations, Collective Bargaining, Chief Spokesperson / Chief Negotiator, Hearing Officer, Grievance Management, Arbitration, Mediation, Conciliation, Works Councils, EWC, Organizational Restructuring, Change Management, Continuous Improvement, Business Transformation, HR Team Development, Crisis Management, Enterprise Risk Management (ERM), Resource Planning, ILO Core Labor Standards, UN Global Compact, ESG, CSR, Financial Planning, Budgeting, Data Analysis, Financial Analysis, Independent Public Offering (IPO), Private Equity, MRO, Search & Rescue (SAR), Medevac, FAA/CAA Regulatory Compliance, ITAR Compliance, SMS, Health, Safety, & Environmental, Audits, Union Relationship Management, Union Avoidance, Representation Elections, NLRB, NMB, Managing Outside Counsel, Tier 1 Automotive, Continuous Improvement, Lean, Kaizen, Advanced Manufacturing, Medical Device, DiSC, Hogan Certified Coach