

Tracy Christianson-Shea VP, Human Resources | Sr. HRBP

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Strategic HR Executive who builds future-ready, people-centered organizations that deliver measurable business results. Experienced in HR transformation, workforce expansion, compensation and compliance strategy, and culture initiatives that elevate engagement, performance, and profitability.

AREAS OF EXPERTISE

Lower-Core Mid-Market
HR Strategy & Budgeting
Financial Literacy
Change Management
M&A, Due Diligence &
Integration
Organizational Development

Workforce Staffing & Capacity
Planning
Talent Management &
Employee Relations
Leadership Coaching &
Development
Compensation Management

Employee Relations &
Compliance
HR Technology Optimization
HR Metrics & Analytics
Process Design
DEI & Culture Building
Project Program Management

PROFESSIONAL EXPERIENCE

Polyvinyl Films, Sutton, MA

09/2024 - 07/2025

VP of Human Resources - *Non-durable goods manufacturer positioning for global growth & PE. ~350 EEs*

Business partner to the CEO, Board or Directors, and management, aligning people strategy with business goals while building scalable HR and production infrastructure, strengthening leadership, and creating a future-ready culture to position for investment or acquisition.

- Reestablished and developed the HR team; reshaped policies to align with business goals; and implemented HCM, achieving 100% system adoption and 98% participation in open enrollment.
- Collaboratively re-engineered production operations, instilling accountability and culture change that reduced scrap, improved on-time delivery by 15% and reduced product defects by 10% in Q1.
- Implemented structured staffing and pay-for-performance programs with targeted training solutions, expanding the workforce by 40%, boosting engagement by 7%, reducing turnover by 10%, and building capability to support 35% business growth.

Bake'n Joy, N. Andover, MA

01/2023 - 05/2023

VP of Human Resources (Consultant) - *Privately held national wholesale bakehouse. ~300 Employees*

Provided interim HR leadership during a transitional period, managing the HR team supporting multiple sites and partnering with executives to drive growth, investment readiness, and forward-looking HR strategies.

- Conducted SWOT analysis and developed a strategic HR plan to guide organizational priorities
- Optimized HR workflows, improving efficiency and supporting stronger business outcomes.
- Advised executives on learning and development programs and performance-based compensation models to strengthen capability and engagement.

Teleflex Medical, Chelmsford, MA

10/2020 - 12/2022

Site HR Leader, HRBP Global Supply Chain Operations. - *Global med-tech manufacturing. 330 employees*

As a local leader and part of a global HR team in a complex matrix, aligned local strategy with corporate goals to drive engagement, productivity, and growth.

- Scaled the Direct Labor workforce by 110% in five months and rebuilt the staffing program, reducing time-to-hire by 66% and improving workforce quality.
- Rebuilt site staffing and talent management frameworks in partnership with site leaders & COE, introducing structured onboarding, training, and a skills matrix that strengthened agility and succession depth; led compensation benchmarking that safeguarded internal equity and stabilized retention during hyperinflation.
- Implemented and facilitated the "One Teleflex, One Culture" initiative, strengthening cross-functional communication, alignment, and employee engagement.

iPROMOTEu, Wayland, MA

05/2019 - 09/2020

HR Director - PE-backed start-up. *Cloud-based services platform for promotional products industry* ~120 EEs

Partnered with executives to scale, strengthen HR foundations, and enhance culture and engagement for next-stage growth

- Designed and executed multi-state HR programs including talent acquisition, performance management, benefits, and policy compliance.
- Led employee engagement initiatives, HRIS implementation (Paylocity), and performance management redesign, increasing manager and employee usage by 60%.
- Managed employee relations, RIF, immigration/visa programs, and compliance, while developing data-driven HR metrics to support workforce planning and strategic decisions.
- Introduced the first-ever Affiliate Healthcare Benefits Program, broadening platform services in response to affiliate needs.

Strategic HR Transformation Consultant, Greater Boston Area

01/2018 - 05/2019

Partnered with executives across multiple industries (manufacturing, publishing, healthcare) to deliver HR transformation initiatives that improved compliance, efficiency, and organizational capability.

- Advised executive leadership on HR strategy, leadership effectiveness, and cultural alignment to strengthen engagement and performance.
- Redesigned HR policies, processes, and systems (multi-state/global ADP), implementing roadmaps and change initiatives to enhance compliance, efficiency, and workforce capability.
- Negotiated vendor contracts and optimized processes, generating over \$25K in annual cost savings.

ARC Technology Solutions, Nashua, NH (~100 employees)

08/2016 - 11/2017

HR Manager - *Industrial technology automation solutions for industrial and government markets* ~100 EEs.

Led HR for a rapidly scaling industrial automation firm, aligning people strategy with growth goals while ensuring compliance with DoD subcontractor requirements, including FAR and ITAR

- Delivered a 10% reduction in healthcare premiums through strategic benefits redesign and secured a state training grant to fund executive development using The Rockefeller Habits framework.
- Scaled workforce by 25% to meet growth objectives, aligning staffing with business priorities while partnering with the CEO to implement compliant HR policies and programs.
- Managed multi-state payroll and compliance for a growing workforce, strengthening talent management systems to support expansion and mitigate risk.

Securadyne Systems, Wilmington, MA (~300 employees)

02/2015 - 03/2016

HR Manager/HRBP, U.S. Northeast Region - *Security integrator providing integrated & managed solutions for government, critical infrastructure sectors.*

Served as a regional HRBP across several states, aligning HR with corporate objectives to drive performance, recruiting, and engagement.

- Reduced time-to-hire by 30% (90 to 63 days) by streamlining recruitment and expanding candidate pipelines by 40% to sustain efficiency during high turnover
- Implemented and drove corporate HR programs, led change management initiatives, and partnered with leaders on organizational development.
- Analyzed HR metrics to develop solutions and resolve complex employee relations issues.

Dell Services / Harvard Pilgrim, Wellesley, MA

01/2014 - 02/2015

Senior Project Program Resource Analyst & Project Lead (*Contract*)

Supported the Connecticut expansion program to roll out ACA coverage, providing data-driven insights and process recommendations to guide program execution; later transitioned to Project Lead.

- Developed dashboards and reports to provide leadership with insights on program status, risks, and resource allocation.
- Analyzed and reconciled program data to optimize resources, support execution, and ensure milestone progress through cross-functional alignment.
- Completed formal project management training in PM3, Agile Scrum, and Kanban methodologies

InfoSystems Integrated, Inc., Boston, MA

01/2005 - 01/2014

HR/Operations Business Partner - *Start-up boutique technology solutions for wealth management firms*

- Managed HR and operations for a start-up fin-tech solutions firm.
- Managed HR policies, payroll, processes, and ensured compliance with local and federal laws.
- Optimized benefits and performance programs.

TECHNICAL SKILLS:

ADP WFN - Full product suite
Ev-4, Etime
Paylocity
WorkDay (HRIS/ATS)

PayChex Flex
SAP Success Factors
Oracle
Power BI

Tableau
G-Suite
MSOffice

EDUCATION:

Simmons College - School of Management - B.A.

Merrimack College - HR Management Certificate

CERTIFICATIONS:

PHR Certified since 06/2011

SHRM-CP since 10/2015

Certified Predictive Index Analyst - 09/2017

AWARDS:

Simmons College, Dr. David & Leona Feldberg Karp Award - Academic achievement and demonstrated ability to succeed.

Teleflex, Inc. - Received impact award for designing and implementing strategic staffing and talent management programs that enabled rapid scale-up, increased productivity and revenue, positioning the site as a flagship location within the global supply chain.

INTERESTS & ACTIVITIES

Competitive Sports: Running (3X Boston Marathon), Cycling (Pan MA Challenge), Skiing, Organic Gardening, Painting, Active Community Volunteer (raised \$150,000.00 to build school playground), founding member of the Groton Community Foundation and Groton Educational Foundation, Served on several community and nonprofit boards as a Strategic Fundraising Consultant.