

# JENNIFER N. TICE

781.775.8779 | [jnt173@gmail.com](mailto:jnt173@gmail.com) | [linkedin.com/in/JennTice](https://www.linkedin.com/in/JennTice)

## SENIOR HUMAN RESOURCES EXECUTIVE

### *Drives Business Success by Empowering People and Strategy*

An executive with a unique ability and deep expertise in building and transforming organizations that empower leaders, engage employees, and amplify the success of an organization. Drives business strategy by building a foundation of excellence and organizational leadership through operational rhythms, prioritization, innovative programs, data insights, collaboration and technology. Passionate about developing talent and creating a culture of belonging.

## CAREER HIGHLIGHTS

- Championed the strategy and development of innovative programs and operational efficiencies that drove the critical mission of employee mobility and redeployment of the workforce through reskilling and opportunities to apply learnings to new roles at USAA, including a Career Transition Services strategy that saved \$6.3M in the first six months with a placement rate of 50%.
- At USAA, introduced Pay-for-Performance philosophy with Total Rewards. Re-engaged workforce and managers to 96% completion, with high scores for quality of conversation and 35,000 feedback occurrences in the first six months of launch.
- At State Street, redesigned employee performance management, talent acquisition, and talent review processes and ensured alignment of philosophy and business strategy from hiring to evaluation to rewards. Integrated an action-oriented and data-driven talent review process that ensured mobility.
- Developed the first all-inclusive digital leadership scorecard, bringing new visibility and accountability to executives for diversity, newly established leadership principles, financial metrics, and company performance at State Street.
- Enabled prioritization, collaboration, and communication through the creation of the first governance council, focused on cross-organization key initiatives and programs at inVentiv.

## PROFESSIONAL EXPERIENCE

**Winter Owl Consulting**, Boston, MA

**Owner**

**2023 - Present**

Provide executive-level consulting and coaching for HR Services, which enables clients to ensure the talent they need is the talent they have through targeted analysis, processes, and programs.

**USAA**, San Antonio, TX

**Head of Talent Management, Executive Development and Learning**

**2020 - 2023**

Built innovative talent and learning solutions utilizing solutions across HR to ensure growth and mobility for all employees through executive level. Worked with and for the Board of Directors, CEO, and CHRO to ensure end-to-end success of Talent Strategy. Led an organization of 150 employees, another 150 in matrixed organizations, and a budget of \$30M. Head of People Risk for the organization.

- Drove alignment across talent acquisition, talent management, total rewards, benefits, and HRBPs to ensure consistency delivering solutions and value, resulting in savings of \$9M in cost avoidance.
- As Head of People Risk led strategy with business and Risk Partners. Led team to create dashboard to monitor attrition and retention and consulted to business executives to identify challenges and solutions based on data.
- Oversaw the vision and launch of a hire-to-retain technology strategy to transform how the employee development experience was delivered and managed. Eagle Academy was created through a combination of Workday, Degreed, and bespoke development.
- Piloted career pathing program to retain adjacent skill programs in areas of greatest need, resulting in more internal employees ready to take on emerging skill work, e.g., Data Science, and decreasing external hiring.

- Led Governance across all business learning organizations to ensure consistent and excellent employee experience and increase development of new skills resulting in 237% increase in engagement and 60% increase in followership of professional development courses.
- Created Leadership development strategy utilizing innovative techniques and community action aligned to purpose and mission to help drive a diverse talent pipeline deeper throughout organization. Achieved Enterprise OKR goal of 51% of leaders participating in a Leadership Development experience.

#### **State Street Bank, Boston, MA**

##### **Managing Director, Global Head of Talent Management and Executive Development** **2015 - 2020**

Built the Center of Excellence delivering performance management, talent management, executive promotion process, executive assessment, and executive development. Led staff and rotational program participants of ~80 in US and India and an annual budget of \$16M.

- Overhauled and established critical development programs that align business objectives and create a skilled and diverse pipeline of talent at all levels of management and within first three months, created leadership development and future leader programs, and rotational programs that sought to remove silos and grow diverse talent, resulting in 98% of leaders placed in promotional or new roles.
- Redesigned employee performance management, talent acquisition, and talent review processes and ensured alignment of philosophy and business strategy from hiring to evaluation to rewards. Integrated an action-oriented and data-driven talent review process that ensured mobility.
- Created executive-level Talent Councils to manage talent across the enterprise and ensure business alignment and engagement in talent processes. Established formal promotion processes, criteria, and insight into diversity to drive succession.

#### **Inventiv Health, Burlington, MA**

##### **Vice President, Global Learning and Talent Management** **2013 - 2015**

Reimagined global learning and talent management practices creating common programs and strategies that facilitate integration during an aggressive acquisition period. Led a team of 50 employees to execute strategy.

- Consulted with CEO and business leaders to reconcile their performance ratings with actual company performance and profitability results, calibrating definition of success and related rewards across the firm. Alignment in results and rewards with a focus on profitability supported private equity ownership's sale of Inventiv Health in 2017.
- Architected a learning philosophy to build and launch processes and development programs maximizing resources through innovation and collaboration incorporating digital strategy global employees globally.
- Drove the first all-employee survey across 50 acquired firms and pulse survey to identify engagement variations across enterprise with significant increases in engagement following a focus on development.

#### **FIDELITY INVESTMENTS, Boston, MA**

**2005 – 2013**

##### **Vice President, Talent and Learning**

Partnered with business leadership to develop and implement the cross-enterprise strategy and rollout of professional development and process improvement programs impacting all levels of the organization.

- Integrated centralized Enterprise Talent Team and business-embedded Learning Organization into one new organization of ~50 employees. Developed integration plans, strategies, organizational structures, and selection of talent for new roles. Led team to be strategically aligned with business partners, stakeholders, and business needs.
- Created and educated the business on an investment process that prepared business leaders to present compelling business cases for strategic investments that generate ROI without compromising a Customer-First position.
- Led the development and launch of an innovative onboarding program that moved learning and resources online, tracked gaps in employee participation, and created capacity for HR Business Partners formerly required for delivery.

- Transformed effectiveness and efficiency of compliance training for the phone organization, restructuring the approach and collaborating with leadership on how best to target, deliver, and plan program, resulting in \$1M of savings.
- Recognized for multiple awards, including President’s Circle, for partnership and innovative programs that positively impacted the business.

## ADDITIONAL RELEVANT EXPERIENCE

**Client Manager, Capacity Planning, Performance Learning and Development Manager,** Demos Consulting, Norwell, MA

## EDUCATION

**CHRO Certificate,** Wharton Executive Education (expected June 2024). Includes Governance & Compensation certificates.

**Doctor of Philosophy (Ph.D.),** Sociology, Organizational Management, Leadership and Change, University at Albany, Albany, NY

**Bachelor of Arts (B.A.),** Sociology, Bard College, Annandale-on-Hudson, NY

## COMPENSATION PHILOSOPHY & EXPERIENCE

**PHILOSOPHY:** Compensation strategy should be tightly aligned with the company's business strategy, cultural aspirations, and financial reality. It is operationalized through prioritization and a performance management system to drive short- and long-term behaviors.

- At USAA,
  - Implemented the first rating and pay-for-performance system after five years of “no rating” system per a change in business strategy to align financial performance with individual performance.
  - With compensation partner, created executive goal cascade process and executive goals to improve clarity and simplify the connection between goal outcomes, impact, and financial results.
  - Educated the organization, including managers and executives, on pay and performance link, discussing pay and performance, and performance coaching.
  - Redesigned talent review to align short-term and long-term incentives with individual performance and impact.
- At State Street,
  - Experience with nuanced programs such as developing modifiers for executives to drive short-term behaviors to drive desired company strategy around leadership and DEI&B behaviors. Resulted in an increase in DEI&B and Leadership numbers after one year.
  - Compensation strategy and management for high-potential corporate-wide program participants to create parity in promotion and hiring.
  - Led/Co-led executive compensation yearly training and updated with compensation partner to ensure executives understood compensation vehicles’ relationship to priorities and performance.
  - Experience with leveling compensation through job bands and levels to simplify and gain efficiency for the business and add transparency for employees.
- At inVentiv, developed an analysis to link performance results to long- and short-term incentives for revenue generation. This resulted in the company’s ability to align payout with tangible outcomes.