



HUMAN RESOURCES SENIOR MANAGER

Results-driven HR professional with manufacturing expertise who elevates organizational performance through strategic initiatives. Skilled at building infrastructure, implementing systems, and developing talent to support business growth.

PROFESSIONAL EXPERIENCE**Ohio Ordnance Works, Chardon, OH**

(2024 – Present)

(Premier defense contractor manufacturing and supplying tactical weaponry and military equipment to the U.S. Armed Forces and allied nations)

Senior Manager, Human Resources

First HR employee for growing 100+ person company. Built comprehensive infrastructure while serving as strategic partner to executives, implementing systems and enhancing employee experience.

- ♦ **Challenge:** Company lacked formal HR infrastructure aligned with regulatory requirements, exposing the organization to significant legal and compliance risks. **Action:** Conducted comprehensive review of entire HR Guidebook and cross-functional procedures. Updated nearly every policy, ensuring compliance with EEOC, FLSA, and FMLA regulations. Implemented proper EEO-1 and Affirmative Action Plan filing processes. Developed manager training on FMLA/ADA request handling and proper documentation procedures. **Result:** Closed approximately 30+ compliance risk areas within first six months, established proper documentation practices, and significantly reduced legal exposure across multiple regulatory areas.
- ♦ **Challenge:** Company lacked structured compensation framework to effectively attract, motivate, and retain talent in a competitive defense industry market. **Action:** Conducted comprehensive data-driven market analysis of comparable positions across regional defense contractors. Developed and implemented formal job banding structure with clear career progression paths for both hourly and salaried employees. Created performance-based merit and bonus systems tied to individual and company results. Restructured vacation and PTO policies including implementing purchased vacation option. **Result:** Established transparent pay structure aligned with market standards for over 100 employees, eliminated compensation disparities, improved retention of key talent, and aligned pay systems with company fiscal planning. Successfully executed staggered market adjustments for employees below market rates while formalizing merit increase process tied to performance.
- ♦ **Challenge:** HR technology infrastructure was fragmented with manual processes creating inefficiencies and data management issues. **Action:** Implemented comprehensive Rippling HRIS platform in just 3 months, centralizing payroll, time tracking, benefits administration, and employee records into a single system. Configured and launched PTO tracking workflows, performance management modules, and self-service capabilities for employees. **Result:** Streamlined operations, reduced administrative time by 60%, improved analytics, and enabled data-driven decisions through transition from manual to digital processes.
- ♦ **Challenge:** Employee benefits package needed modernization to better support workforce. **Action:** Enhanced benefits package with purchased vacation time option, expanded bereavement leave, introduced new life/optional insurance offerings, and revitalized EAP program participation. Implemented innovative PTO accrual system based on hours worked and realigned vacation reset to fiscal year for improved business planning and budgeting. **Result:** Enhanced benefit offerings drove higher employee satisfaction and improved competitiveness in talent market. Successfully transitioned entire workforce to new benefits structure while maintaining budget parameters and enabling greater flexibility in time-off management

Eaton Corporation, Multiple Locations

(2017–2024)

(\$20B global power management company with Electrical, Hydraulic, Aerospace, and Vehicle divisions; 96,000 employees in 175 countries; U.S. headquarters in Cleveland, OH)

Human Resources Business Partner (Beachwood, OH; 2021 –2024)

HR Business Partner for global corporate finance functions, including Tax, Treasury, Audit, Development & Planning, Operations Finance, Investor Relations, and Flight Operations; totaling over 550 employees globally. Served as a coach and partner to senior leaders on a variety of topics, including broad organizational designs, talent reviews, talent acquisition, and performance development / management.

- ♦ **Challenge:** Unprecedented talent market led to challenges in various areas, including compensation talent acquisition, and retention. **Action:** Implemented biannual compensation reviews and processes to evaluate at-risk, high potential, and critical talent, scrutinize market competitiveness, and eliminate disparate practices across protected classes. Partnered with senior leaders on unique approaches to fill highly technical and skilled financial positions. Created a robust talent review process to identify top talent, emerging talent, and build deep succession plans with targeted development plans. **Result:** Dozens of targeted compensation adjustments, from all of the various process, likely contributed to a much lower turnover rate compared to the market (approx. 10-12%.) Filled over 60 professional roles in 7 months with effectively 100% voluntary retention of those hires a year out. Quarterly talent reviews for each group have led to deeper, more robust succession and development plans, as well as targeted promotions and a higher rate of internal filling of key roles.
- ♦ **Challenge:** The finance organization is going through a massive transformation to modernize and streamline all pillars of finance, with a major pillar being talent. **Action:** Utilized large datasets in PowerBI to give a more comprehensive view of

global finance talent – over 3500 employees. Partnered with senior executives and officers to lead and implement various Organizational Design initiatives. Coached senior leaders through change management strategies. Redesigned specific internal HRMS data for finance employees to streamline reporting and align to the market. Created HR standard work and process calendar to inform leaders of and manage the cadence of annual programs. **Result:** Reporting and analysis enabled by the HRMS changes and PowerBi dashboard used by CFO and Finance SLT for critical discussions on talent and finance footprint. Led organizational designs to redesign several functions, including Treasury and Compliance. Used ADKAR and other change management approaches to communicate org designs and outsourcing of transactional work.

- ◆ **Challenge:** Build Eaton's culture to be FutureReady, specifically in the corporate Finance functions. **Action:** Part of a project team that created and deployed a new career framework, compensation practices, and other changes. Deployed changes to all corporate functions, partnering with other HR leaders to communicate to 5000+ employees. Became an expert in SAP Success Factors, serving as a resource and expert to the Corporate HR team on this and other digital tools. Created a talent council for our second level leaders in Tax (Director and Senior Director level.) **Result:** Fully implemented the removal of salary bands in nearly all processes, resulting in more focused discussion on talent. Career framework is being used to identify non-traditional career paths and development opportunities, approaching careers in a creative way. Talent councils are using the data in Success Factors and the career framework to discuss and share talent across finance, building finance athletes.

Human Resources Supervisor (Kings Mountain, NC; 2019-2021)

HR supervisor for 350-person manufacturing facility within the Vehicle Group. Serve as a member of the plant extended leadership team, providing operational support and HR business partner expertise to drive talent initiatives, proactive employee relations, performance management strategies, and inclusion and diversity activities.

- ◆ **Challenge:** Re-skill workforce after transferring entire assembly line business to another Eaton facility. **Action:** Successfully campaigned to senior corporate leaders for a Voluntary Reduction in Force. Designed and led a Business Process Improvement on training for machinists. Created processes to monitor quality of production after training. Managed reduction in force and recall. Coordinated with other Eaton Locations to help retain top talent within Eaton. Created realistic job previews of machining for assembly employees. **Results:** Significantly reduced time to train employees with no experience in CNC machining from 12 weeks to 6 weeks, minimizing impact to production; only one recordable injury from the group of assemblers who transitioned to machining; maintained a buffer of temporary layoff employees who were recalled when business increased.
- ◆ **Challenge:** Change employee guidebook to align with current practices and allow for greater workforce flexibility. **Action:** Develop strategies with senior leadership to change select policies based on key strategic objectives. Inventoried current practices not in guidebook and wrote policies for each one. Drove change management through ADKAR process. Created roadmap for future guidebook updates. **Results:** First to successfully update the guidebook (other than minor changes) in over 25 years. Currently on track and following the strategy and roadmap to deliver a completely revamped guidebook.
- ◆ **Challenge:** Drive employee engagement while preparing the business for digital transformation. **Action:** Facilitated retention interviews, implemented recognition programs, led critical HR system upgrades, developed PowerBI dashboards, and served as local expert for SAP SuccessFactors. **Results:** Exceeded employee recognition participation goals by 10%, reduced voluntary turnover of key groups, decreased time to track metrics by 50%, and successfully supported cross-functional digital transformation initiatives.

Leadership Development Program (2017-2019)

Elite rotational program developing cross-functional HR leadership capabilities across multiple business units.

- ◆ **Key Achievements (Crouse-Hinds Business, Roanoke, VA):** Created four part-time shifts and increased headcount by 100 employees, transitioning plant to 20% part-time workforce and avoiding \$100,000 in overhead costs annually. Led policy standardization across departments and secured \$30,000 in community grants while increasing United Way contributions by 15%.
- ◆ **Key Achievements (Cooper Lighting, Vicksburg, MS):** Provided critical support during collective bargaining negotiations, founded employee resource groups to improve relations, and managed strategic workforce planning during business transitions. Successfully pivoted from planned reductions to hiring initiatives when business conditions changed

HR Student Worker, Employee Relations, West Virginia University

(2016-2017)

EDUCATION & PROFESSIONAL AFFILIATIONS

MS, Industrial Labor Relations - West Virginia University (2017) Semester Abroad: University of Strasbourg (2016)

BA, Political Science and French - Georgia Southern University (2015)

Young Alumni Board Member - Georgia Southern University (2023 – Present)