

Karen S. Rice, SPHR

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...Key Player in Numerous Change Initiatives & Challenging Employee Relations Issues...

Proactive professional with over fourteen years' broad-based and progressively responsible experience. Combine extensive **HR generalist skill** set with demonstrated ability to work proactively with both management and workplace personnel. Skilled **negotiator, relationship builder**, and innovative **problem solver** known for improving operational efficiency through implementing creative human resource solutions.

AREAS OF EXPERTISE

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|-------------------------|-------------------------------------|------------------------------|
| ◆ Relationship Building | ◆ Policies & Procedure Development | ◆ HR Benefits Administration |
| ◆ Employee Relations | ◆ Team Building & Leadership | ◆ Performance Evaluations |
| ◆ Incentive Plans | ◆ Troubleshooting & Problem Solving | ◆ Performance Bonus Plans |
| ◆ Recruiting & Staffing | ◆ Staff Training & Development | ◆ Time Management |
| ◆ Compensation | ◆ Strategic Planning & Initiatives | ◆ General Management |
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CAREER HIGHLIGHTS

- ◆ **Initiated strategic HR talent management, leadership development, and succession planning initiatives.** Faced with aging workforce that required replacement of senior-level and mid-level management, implemented talent management program to create pipeline of high-potential candidates for long-term management needs. Program focused on top-down reviews of senior, mid-level, and front-line management teams based on current performance, potential next position, potential replacements, development needs, and creation of individual development plans.
- ◆ **Implemented employee engagement program focused on improving productivity and retention** by interventions to strengthen employees' commitment to company, manager, team, and work. After actions taken to improve relationship between managers and employees, employee engagement scores averaged 5% better than benchmark scores reported by Corporate Leadership Council.

CAREER CHRONICLE

PACER INTERNATIONAL (www.pacer.com) - Concord, CA 2003-Present
\$ 1.8 billion publicly traded company (NASDAQ-PACR) offering wholesale and retail rail Intermodal services to include Stacktrain, Rail Brokerage, Cartage, Highway Brokerage, Supply Chain Services, Heavy Haul Flatbed, Warehouse & Distribution, International Freight Forwarding. Employs approximately 1500 employees and 1200 contract owner/operator truck drivers in 72 locations.

Vice President, Human Resources (2008-Present)

Oversee all HR activities for approximately 1500 employees in the US and International. In charge of strategic planning & programs, business reporting, compensation & benefits, policy administration, training & development, HRIS, corporate governance, EEOC matters, and ethics hotline and manage day-to-day basic HR functions supporting business units and employees. Oversee recruitment & new-hire orientation, turnover & exit interviews, and employee relations/support. Work closely with AVP, Corporate HR in support of key strategic initiatives/programs and directly with business unit leaders on initiatives, organizational issues, and problems.

Conduct annual performance appraisal, management training's leadership portion, and corporate-level new-hire orientations. Provide annual training on sexual harassment, ethics, policy administration, and specific programs requested by business units. Maintain responsibility for HR budget, annual merit/bonus budget, and annual health/welfare benefit renewal budget. As key member of due diligence team, review/evaluate HR processes, compensation, employment contracts, and health benefits' cost of potential acquisitions. Four direct reports: AVP HR, Compensation & Benefits Manager, Payroll Specialists and HR Generalist.

Overview: Key programs developed and implemented include a Talent Management program (which includes the High Potential and Recruitment-Onboarding-Retention programs), Employee Engagement program, and Company-wide Salary Structure.

Contributions:

- ◆ **Reduced HR operating costs \$ 200,000 annually** by implementing additional features within the ADP Enterprise HRIS allowing for the reduction of one payroll position and one HR Director.
- ◆ **Negotiated 0% increase for company benefits** through effective discussions regarding buying leverage and ensuring the levels of benefits and cost sharing were competitive in the marketplace both for the employees and company.
- ◆ **Played instrumental role in addressing long-standing management succession planning issues** by designing and implementing Talent Management Program that focused on creating pipeline of high potential candidates at the senior, mid-level and frontline manager/senior staff level.
- ◆ **Slashed time-to-fill rates** by empowering the HR Directors to facilitate their own pre-employment procedures and allowing them to make offers without unnecessary approvals through the development of a company-wide salary structure that allows for greater individual control.
- ◆ **Played key role in reducing first year employee turnover 7.5% (30% to 22.5%)** by teaming with outside consultant to develop hiring process that properly aligned expectations of the candidate, company, hiring manager and the position during the interview and on-boarding process.
- ◆ **Reduced EEOC complaints and improved employee engagement** by training managers on proper management and leadership techniques and processes; conducted four training programs per year.
- ◆ **Provided HR input to long-term strategy plan** focused on building executive leadership; delivery human capital strategy; and driving business strategy, workforce alignment, and administrative support.

Assistant Vice President, Human Resources (2006-2008)

Oversee Corporate HR activities and facilities management for Dublin, OH headquarters building. Assist with key strategic initiatives/programs and business reporting. Responsible for compensation & benefits, policy administration, training & development, HRIS, EEOC matters, and ethics hotline and manage day-to-day basic HR functions supporting business units and employees. Maintain responsibility for HR budget, annual merit/bonus budget, and annual health/welfare benefit renewal budget. Four direct reports: Compensation & Benefits Manager, Payroll Manager, Facilities Manager, HR Assistant.

Contributions:

- ◆ **Reduced HR operating costs \$ 400,000 annually** by consolidating the Corporate HR function in one location, consolidating two regional ADP payroll processing centers into ADP's Corporate Processing Center reducing processing costs 10%, implementing a new ADP Enterprise HRIS replacing the current HRIS system, adding on-line benefit enrollment which eliminated travel expenses during open enrollment, automating the 401K loan process and eliminating one HR and two payroll positions.
- ◆ **Improved HR efficiency** by eliminating duplicate and triplicate data input by updating to a new HRIS system and automating benefit enrollment (SmartBen) which also created an intranet that allowed for on-line job postings, company policies, procedures and ethics hotline.

PACER TRANSPORTATION SOLUTIONS formerly Pacer Global Logistics (PGL) (www.pacer.com)

\$ 900 million dollar retail services division of Pacer International, providing transportation and logistics services to Fortune 1000 organizations on a world-wide basis. Employed approximately 1200 employees and 1000 owner/operator truck drivers.

Director, Human Resources (2003-2006)

Manage various human resource activities for 3 divisions totaling approximately 800 employees across the US. Develop and implement human resource programs that support company goals and objectives. Responsible for recruitment,

management of company-wide policies and procedures, and legal compliance. Coached and mentored staff of 12 employees including human resources, payroll, receptionist and mail room staff. Provided strategic oversight and guidance for divisional goals.

Contributions:

- ◆ **Reduced year over year turnover by 19%** for respective divisions by conducting statistical review of hiring methods and implementing more appropriate pre-screening activities to hire more efficiently.
- ◆ **Increased retention by 10%** by conducting employee engagement surveys and responding to employee suggestions proactively and allowing for more honest feedback and discussion about pertinent issues.

ADAMS MARK HOTEL & RESORTS

Adam's Mark is one of the largest privately owned and operated companies in the hospitality industry. The chain consists of 24 upscale hotels offering more than 13,500 rooms and over 1.3 million square feet of premier meeting and exhibit space.

Director of Personnel (2001-2003)

Planned, directed, controlled and evaluated all human resource related functions. Offer suggestions and implement change along with other members of the Executive team. Oversee hourly recruiting, interviewing and employment. Recruit and interview for all management positions. Conduct specific wage surveys to determine competitive wages. Direct reports: Employment Manager and HR Assistant.

Overview: Initiated/implemented numerous first-ever HR systems/programs including first company-wide database to store employment information electronically. Implement diversity training for hourly and management staff. Ensure consistent application of basic HR policies/procedures and ensure timely completion of performance appraisals and annual merit increase program.

Contributions:

- ◆ **Reduced turnover from 187% to 100%** for hourly staffing and from 100% to 30% for management staff.
- ◆ **Negotiated fiercely with insurance representatives to save approximately \$18,000** due to insurance overpayments that were not reconciled by previous leadership.
- ◆ **Developed and implemented semi-annual and annual diversity training** for management and hourly employees.

EDUCATION

Franklin University – Columbus, OH
MBA, Masters Business Administration

Franklin University – Columbus, OH
BS, Organizational Leadership, minor Human Resources

AFFILIATIONS

Society for Human Resource Management
Human Resource Association of Central Ohio