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Consulting Profile and Success Stories

A human resources and labor relations senior level consultant providing clients with the full spectrum of strategic, operations and technical services. Competencies include but are not limited to compensation, executive compensation, recruiting and staffing, training and development, executive development, benefits, employee relations, union avoidance, HRIS, payroll, regulatory compliance, communications, and field HR. Engagements below are a partial inventory of relevant assignments that align with the properties of the prospective assignment. Metric and return on investment driven, outcomes are measurable and designed to demonstrate substantive operating and economic improvement for the client.

Recruitment and Staffing

Pre-employment Skill Assessment: using a proprietary instrument to assess the requisite skills and aptitudes necessary to successfully satisfy organization job and performance requirements of a customer facing workforce; this tool which was integrated as part of the client's hiring practices, assured applicants possessed adequate sales, customer service and dependability traits inherent to the organizations and prospective incumbent's success.

Mass and Volume Hiring: assisted a client in the transformation of its workforce from part time to full time. Hiring target was in excess of 5,000 new employees within a ninety (90) day period. Secondly, the effort also had to coexist with the current incumbents in order to establish a blended and unified workforce and not a collection of we vs. them. This was done with an eye toward new employee orientation and technical skill training curves.

Replacement and Turnover Pools: retail client facing an extreme labor shortage in most employment markets required a methodology containing both catch-up and pool hiring elements in order to meet business goals and customer demands. A broad menu of recruiting techniques was utilized and customized for the respective market particular challenges. RoI was determined by reduced contract labor, eventual decreases in staffing levels, lower overtime and sales per hour measurables.

Targeted Recruitment: client whose business model relied on servicing specific location needs required the creation of a properly crafted workforce reflective of market census data and customer requirements. Secondly, the organizations OFCCP commitments necessitated this action plan in order to avoid deeper and perhaps more aggressive regulatory compliance action.

Executive and Board: senior level positions have been recruited using a retainer model set well under market rate. Results have given clients the ability to effectively and methodically overhaul executive teams, identify and select high profile candidates who were plug and go executives, and the like. Further, using skill and dimension assessment tools such as Caliper further amplified the organization and position fit while creating a navigable track for future career development.

Employment and Assessment

Depending on client goals and objectives, hiring and recruiting can and has been supplemented to ensure an accurate selection over the long-term. Using various pre-employment screening devices with cost commonly at ten dollars (\$10.00) per these engagements were able to accommodate large and small employers. Mass hiring efforts utilized an expense mindset and implementation governance that was instrumental in not only accurate hiring decisions but also in the defense of adverse impact challenges. Mid-management and higher-level positions have been addressed in a more customized manner utilizing instruments such as Caliper's dimension model, assessment centers, panel focused interviews, and other select methods. Cost justification is illustrated by the cost of executive turnover, efficacy of executive decisions, fill times, training curves, and the like.

Compensation and Executive Compensation

Previous engagements covered the spectrum of compensation services i.e.: market survey and position analysis, pay plans and structure design work extending from hourly or even piecework positions up to an including senior executives and members of the Board of Director, incentive and bonus plans, stock and SAR's programs, phantom stock, poison pills crafted to insulate the client and its senior-most executives from unfriendly takeovers as well as to minimize tax liability, income-in-kind program, retention programs, executive savings plans, split dollar life, Exec-u-Care or other first dollar executive reimbursement programs. Job a position analysis, new and redesigned salary and position hierarchies, adverse impact analysis, education and communications programs paralleled these engagements. Engagements have transcended a wide range of industries and organization objectives.

Advanced skills have offered opportunities to sit as the outside Board compensation consultant assisting in the administration of executive compensation, Board compensation and other corporate pay initiatives not the least of which was an orchestrated and strategic compliance oversight.

Culture Change and Change Management

Assignments have covered the range of change issues and initiatives. Smaller engagements involved less complex behavior change to large cultural change projects intended to re-engineer organization performance that is sustainable. One recent challenge was for a F500 organization that had to unify the 17,000-person, international organization under a simple series of operating objectives in order to address an outdated business model and reducing market share. Thie top to bottom effort coordinated and integrated performance management, operating and P&L forecasts, pay plans, retention strategies, service delivery models, organization designs, employee development and skill training, policies and practices and a kindred roll-out communications program that reached down to entry level team members and extended up to senior executives and members of the Board of directions.

Most change engagements were built using the Harvard Business School's D.I.C.E. change model customized to fit organization needs and nuances. This construct concentrates on producing measurable P&L improvements and is crafted to sustain said performance across both short- and long-term timeframes.

Training and Skill Development

Interview and Selection: Hiring managers lacked a framework and the necessary skills to effectively screen, interview, hire and orient new team members. Manifest in terms of a poor job fit, early tenure turnover and a low success rate for newly hired employees required the crafting and execution of a series of interview and selection training tools to give shape to the employment process and reduce the associated employee expense lines on the P & L. Results were confirmed through the use of various quantitative metrics designed to fit with client business expectations and performance model.

Mock Interview Modules: created a classroom setting that utilized actual interview tools such as interview guides, behavior-based assessments, real time selection interviews and the development of candidate analytics to provide hands-on experience hiring and selecting new employees. Teaching techniques included but were not limited to break-out groups, leaderless group discussions, stand-up training, role playing, and actual interview practice with actual candidates. Follow-up on-line modules were provided for newly minted hiring managers and to provide advanced skills as a means to offer on-going training.

New Employee Orientation: fully integrated new employee orientation with the interview and selection process for a large service organization that was experiencing a disconnect between what information employees were receiving during the interview process, elements of the orientation program and how they were being integrated into the workforce by direct supervisors. Using a more attentive and metric driven on-going follow up process with hiring managers, new hires and front-line supervisors' outcomes such as reduced turnover, lower hiring costs and a more coordinated workforce with company values, goals and objectives were achieved. Finally, all elements were connected to the focal point being accountability as the belief was that if everyone is definitively held accountable it is much more effective when trying to move the meter.

Supervisor Training: food service client required an on-going training curriculum that was customized for its remote business model and field leaders. Courses had to be on-going to ensure the continued development of the target audience. Curriculum contained both stand-up and on-line delivery methods. Course work included but was not limited to managing for performance, employee engagement, performance standards, selection and interviewing, discipline and discharge, performance appraisal, time management, employee relations, HR compliance, etc. Courses transcended beginner, intermediate and advanced levels.

Executive Development

Executive Coaching and Performance: client had to harness the aggressiveness of its CFO whose financial performance was outstanding but whose interpersonal skills were alienating Board members, peers and associates throughout the organization. This required an advanced behavioral assessment (Caliper) and the execution of an assertive change management platform that would allow the client to take advantage of the CFO's amazing financial skills while demonstratively reducing the amount of organization angst that existed as a result of his management style and aggressiveness. Result: CFO was eventually promoted to President without creating any unwelcomed turnover or dissension among the executive team.

Executive Development: created a series of executive level training modules designed to help operationally driven executives acquire a larger vision and strategic orientation. This graduate level school program spanned thirty-six weeks requiring full immersion and a zero tolerance for missing a class. Modules included: development of mission and vision plans, organization metrics and performance management, individual strength and development need assessments, group problem solving, establishing future state institutional goals and objectives, relationship building with Boards of Directors and the like. Company was on aggressive M&A tact which required a rapid change in the behaviors and skills of the executive team. Closing, each participant was selected through a series of interviews supported by preference and capability testing and the most critical graduation requirement was the selection, design and implementation of a \$10MM sales or expense control initiative (expense control projects were a multiple of sales and respective gross market percentages)

HRIS Configuration and Installation

Experience has included large institutional, SAP installations with a budget of over \$120M and small privately held companies with small employee counts and budgets of less than \$30,000. A vigilant focus on self-service and practical configuration is applied to maximize system utility and efficiency. Each particular engagement had to be fully customized to the organization needs and operating goals as well as to ensure confidential employee access and associated recordkeeping. Allowing for company preferences, these engagements generally avoid bolt-on applications when at all possible in order to minimize re-configuration, maintain the lowest possible development expense and to mitigate integration issues.

No engagement under this framework experienced cost overruns and all were delivered either on time or sooner. This of course jump starts the return on investment and education process. Finally, it merits mentioning that configuration which optimizes the specific organization policy and practice profiles is a key factor in assuring a fully integrated HRIS infrastructure.

Benefits

Working in partnership with the Broker of Record, Boards of Directors and/or executive committee guidance, services have extended from the development and analysis of RFP's to the full implementation of plan design and administrative processes and practices. One recent engagement saved a mid-sized private company in excess of \$1MM per year by addressing administrative expense, duplication of benefits, multiple networks, a favored nations broker, in-network benefits, utilization, claims and stop-loss reviews, mental health benefits vs. EAP, and other major features. Other benefit services included employee interest surveys, open-enrollment, records and confidentiality, savings plans, leisure time benefits, PTO, employee benefit statements, billings, WC among others. General focus common to all of these engagements was an eye toward cost and efficiency as the second largest personnel expense there is a constant awareness of the need to maximize the efficiency of dollars spent and how they help compose the employee value proposition.

Union Avoidance

Engagements herein have involved collective bargaining, ULP's, organization drives, contract costing, unfunded pension liability and the like. A recent retail company engaged services to neutralize a large-scale organization drive involving an employee count of over 10,000. This was aggressively confronted through a direct contact and high visibility defense using tools such as bulletins of union corruption, an exhibit showing how eventual union dues are allocated, union leader earnings profiles, union finances, recent contracts, dues and union withholding, NLRB union leader wage summaries and pension sums, etc.. Most notably the strategy also employed use of a ULP that addressed the definition of the bargaining unit as well as the interest showing itself which was seen to no longer meet the 1/3rd threshold for representation. The result was the withdrawal of the election petition and the return to normalcy. Post the campaign effort a second engagement involved a culture change initiative that was designed to sensitize the employer to employee interests and to remove the issue that created the drive in the first place.

Compliance

Founded on the principle of risk avoidance, engagements are crafted to balance compliance with risk avoidance. Experience indicates there is no silver bullet or no compliance program that fully insulates an organization for an unanticipated or unintentional compliance issue. Programs used in these engagements focused on major regulations and are designed to provide the respective company a legitimate compliance program that recognizes that policies and procedures are best built to recognize major obligations but at the same time appreciate that obscure, bureaucratic requirements must be balanced with risk, administrative time, expense and the likelihood of a problem. Compliance is essential however, it is prudent to understand that there is a cost in risk, administrative expense and eventual hard dollars that must be balanced with probability, vigilance and economic limits both short and long term.

Regulations that garner attention in all of these engagements include but was not limited to: EO-11246, Title VII, kindred state and local statutes, FLSA, Fair Employment, OSHA, Wage and Hour, Equal Pay, recent case law and a general best practice framework.

Safety and Worker's Compensation

Generally predicated on the need to reduce cost and manage risk, engagements primarily have attacked WC expense, claims, reserves, net cost, accident trends, risk abatement and identification, safety training, work place design, industry data, severity and frequency history, management commitment, carrier services and available support. Special attention is spent reviewing the last three operating years as WC insurance rates are a function of a rolling three year history and conversely once the numbers start to retreat that too has a three year impact on expense. Depending on the client, safety can also be used to jump start employee and management engagement due to the employee facing nature of safety issues. This benefit creates additional value to this type of assignment.

Field and Remote HR

Various clients operate a significant amount of their workforce in either a distributed or remote fashion. Delivering the employee relations value proposition requires flexibility and in most

instances a customized configuration of human resource services. Not only does the management of such a dispersed workforce necessitate an entirely different administrative and supervisory model, the infrastructure frequently requires an adjustment and reconfiguration of pay plans, market rates, payroll models, HRIS reporting capabilities, benefit groups and offerings, slightly variant performance metrics and management pyramids, union risk, alternative dispute resolution methods, etc. Recent engagements have included a complete transition from a full time to a part time workforce, elimination of a field sales model in favor of a call center configuration, inclusion of an international group of locations into a previously domestic operation and the greater use of remote employees. These opportunities mandate a cost and efficiency savings perspective that can accommodate the new executive mission and vision and reduce this massive change effort into an intricately woven fabric of essentially a new business.

Industry Experience

Retail	Food Service	Insurance	Construction
Engineering	Government	Financial Services	Warehousing
Distribution	Grocery	Convenience Stores	Utilities
Greenhouse	Technology	Call Centers	Marketing
Advertising	Benefit Brokerage	Civil Engineering	ISD's
Trucking	Transportation	Bakery	Automotive
Manufacturing	Charities	Dairy Operations	Bottling
Steel Fabrication	Computer Manufacturing	Call Centers	Trucking

Client references available by request.