

JIM FITZGERALD, SPHR

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SUMMARY

A customer-centric experienced strategic, yet hands-on human resources leader, who delivers organizational solutions to secure business results, expertise includes:

- **Organizational Development and Effectiveness Strategy and Execution** (Managing Culture, Managing Change, and Process Improvement)
- **Talent Management Strategy and Execution** (Talent Acquisition, Affirmative Action, Coaching, Training and Development, Succession Planning, and Employee Relations)
- **Total Rewards Strategy and Execution** (Performance Management, Compensation, Welfare Benefits, and Retirement Benefits)

EXPERIENCE

Fitzgerald & Associates, Amesbury, MA 1/2010 – Present

A Human Resources/Organizational Effectiveness Consulting Practice providing management solutions to improve employee and business results. Services include human resource infrastructure consulting and auditing, interim management, and/or project specific assignments, in all human resources areas such as organizational development and communication, compliance, culture assessment, performance management, employee and leadership coaching and development, compensation, and talent acquisition. Serves as **Principal Consultant**.

Hospice of the North Shore, Danvers, MA 3/2008 – 12/2009

Largest hospice/palliative care organization in New England servicing 280+ patients per day in private homes, nursing homes, assisted living facilities and the organization's inpatient hospice house; operates 24/7/365 days per year and covering 47 cities; includes 220 employees / 26 million dollar annual operating revenue.

Human Resources Director - Accomplishments include:

- Co-Chaired Cultural Taskforce and implemented culture change initiatives including "Promises" campaign, which outlined "behaviors organization expect from employees" and "behaviors employees expect from organization"; redesigned content and flow of All-Staff Quarterly Meetings and created a new employee question/answer feedback program.
- Saved 40K by moving to Consumer Driven Health Care model with a HRA in 2008-09; 8% increase only in 2009-10.
- Improved time to fill by 35% in first year with significant accolades regarding candidate quality. Recruited for all levels of hard to find staff (executives, physicians, nurse practitioners, RNs) with minimal agency assistance. Reduced recruitment expenses by 66% in first year with a 93.10% retention rate.
- Created a management training program partnering with local college with positive management feedback.
- Identified vendor and administered Employee Satisfaction Survey; drove action plans to address survey results.
- Implemented Voluntary Life and AD&D insurance (for employee, spouse or family), group auto insurance and homeowner's insurance plans at no cost to employer with high employee satisfaction.

Masspro, Waltham, MA 8/1986 – 7/2007

A health information technology, consulting and analytics organization recommending improvements through technology (EHRs), process redesign, quality improvement, quality assurance and case review; includes 115 employees and 22 million annual operating revenue. Was the seventh person hired for start-up operation, built HR infrastructure and helped lead organization to national prominence. Worked with three CEOs during tenure and successfully orchestrated CEO transitions and reorganizations. Served five Board Chairs. Recognized for performance and received three promotions during tenure. Positions and dates were:

Human Resources Vice President (2006 – 2007)

Human Resources Director (1993 – 2006)

Human Resources Assistant Director (1988 – 1993)

Human Resources Manager (1986 – 1988)

Masspro (continued):

Organizational Development and Effectiveness Strategy and Execution Accomplishments include:

- Constructed company organizational development plans and implemented key trainings aligned to CEO and Board strategies resulting in improved productivity and growth. Developed Balanced Score Card (BSC) Learning and Growth Perspective Strategy Map (2003) as part of a comprehensive BSC design and implemented initiatives until new CEO changed design.
- Coached CEO, senior management, middle management and workforce during turbulent organizational change; designed communication strategies resulting in increased business effectiveness and results with limited business disruption. Facilitated two major CEO restructuring, laid-off 30% of organization and replaced FTEs with new talent and different competencies with no legal issues.
- Implemented, administered and trained employees on state of the art performance management program (Success Factors). Redesigned program to align employee performance to corporate goals, individual goals, corporate values and professional development, resulting in cultural transformation to a results oriented culture.
- Identified vendor and administered employee satisfaction survey. Presented results to Board of Directors, senior management, middle management and work force at Town Hall Meetings; and orchestrated improvement initiatives.
- Worked closely with Board Chairperson and led crisis communication plan after CEO became ill to calm and reassure workforce with no decline in productivity or turnover.
- Implemented process improvement plan titled “Total Quality Excellence Program” and facilitated numerous cross-functional process improvement teams, resulting in improved efficiencies and effectiveness of processes.
- Created, managed and trained employees on HR and company policies and procedures to improve productivity and to comply with federal and state laws, resulting in only two legal issues in 20 years.
- Designed and implemented employee recognition corporate events, including holiday, anniversary, company success and performance awards, resulting in positive employee feedback and high employee engagement.
- Created competencies in job descriptions linked to professional development/succession planning.

Talent Management Strategy and Execution - Accomplishments include:

- Led and conducted CEO search, staffed Board Search Committee and reported to Board Chairperson. Saved 90K by completing national search internally; search completed in less than 100 days.
- Implement an applicant tracking system (SONIC Recruit) to organize and measure recruitment activities and time to hire metrics, resulting in decreased time to fill by 19%.
- Created federal and state affirmative action plans. Successfully managed two separate successful Department of Labor Office of Contract Compliance Programs Affirmative Action Plan audits resulting in no deficiencies.
- Created team-interviewing approach and trained staff on behavioral/situational interviewing techniques, resulting in improved time-to-fill (on average in 40 days) and greater retention.
- Recruited nationally and internationally for all levels of hard to find staff (executives, physicians, biostatisticians, software engineers, RNs, EHR Consultants) with minimal agency assistance. Secured visas as needed.

Total Rewards Strategy and Execution - Accomplishments include:

- Designed and implemented a performance measurement structure based on “Target, Base and Superior” metrics; resulting in greater satisfaction for high performers and goal execution.
- Designed and administered welfare benefits program (health, dental, life, LTD, STD, FSA, HRA, HSA); received an average benefits increase of less than 3%, equaling 100K savings in 2006 and 2007.
- Led and conducted three searches to change retirement record keeper/investment firm, resulting in improved customer service and improved portfolio returns. Led two separate successful DOL retirement audits resulting in no deficiencies. Increased employee participation rate in 401K to 92%.
- Created and administered company wage and salary program and executive incentive compensation program. Completed market surveys and analyzed data. Prepared and facilitated IRS compliance process and presented to Executive Compensation Committee.

HR SAPs and Analytics - Accomplishments include:

- Created analytics to benchmark against industry including workforce planning, staffing, compensation, training, performance, and management factors.

Masspro (continued):

- Researched and implemented various HR SAPs based on organizational need including ABRA Suite and DELTEK (HRIS); COGNOS (report writer); SONIC Recruit (applicant tracking); and Success Factors (performance management).

Business Expansion/Downsizing and Facility Management - Accomplishments include:

- Opened, staffed and eventually closed two subsidiaries and two regional offices (Southern and Western Massachusetts) resulting in improved efficiencies, savings from reduced costs and no legal issues.
- Planned and orchestrated company relocation to a larger facility; requiring lease negotiation, space design, 40,000 square build out, moving employees and a moving a 600,000 medical record filing system.

The Methodist Hospital, Houston, TX

4/1982 -7/1986

A 1,200 bed / 5,500 employee, acute care teaching hospital located in the Texas Medical Center.

Human Resources Specialist (1985 – 1986)

Recruited executives (CEOs and CFOs) for The Methodist Hospital Health Care System, Inc.; administered the defined benefit and tax shelter annuity plans.

Human Resources Placement Interviewer (1982 – 1985)

Recruited locally and nationally (as needed) for hospital hourly, professional and management staff in the areas of Nursing, Pathology, Radiology, Radiotherapy, Nuclear Medicine, Pharmacy, Virology, Physical Therapy, Occupational Therapy, Security and Medical Records.

EDUCATION

M.S., Leadership, Northeastern University, Boston, MA (Graduated 2008)

- 4.00 GPA; received 2008 Graduate Academic Award in Leadership; Sigma Epsilon Rho Honor Society Inductee

B.S., Individual and Family Studies, Pennsylvania State University, University Park, PA (Graduated 1980)

CERTIFICATIONS

SPHR (Senior Professional in Human Resources Certification) (2004 – Present) (*recertified in 2007; 2010*)

Myers-Briggs Type Indicator (MBTI) Certified Administrator (1998 – Present)

Work Systems Associates Process Improvement/TQM “Train the Trainer” Certificate (1994)

U.S. Soccer Federation Referee (2002 – Present)

U.S. Futsal Referee (2005 – Present)

PROFESSIONAL ASSOCIATIONS

American Society of Healthcare Human Resources Administration (ASHHRA) (1994 – Present)

- Board of Director (*Elected position representing Region I - New England*) (2005 – 2006)
- National Annual Conference Program Committee Chair (2001, 2003)
- National Annual Conference Program Committee Member (1996 – 2000)

Massachusetts Healthcare Human Resources Association (MHHRA) (1989 – 2006)

- President (1997); Board Member (1993 – 1998)

Penn State Alumni Association - Boston Chapter (1986 – Present)

Penn State Alumni Association - National (Life Member) (1982 – Present)

Sigma Epsilon Rho Honor Society (2008 – Present)

Society for Human Resources Management (SHRM) (2000 – Present)

ADJUNCT PROFESSOR ASSIGNMENTS

Emmanuel College, Boston, MA - Graduate School Instructor (Fall 2010)

Curry College, Milton, MA - SHRM Learning System Instructor (Fall 2010)

COMMUNITY VOLUNTEERING

Amesbury Soccer Association Volunteer - Youth summer soccer referee co-coordinator; former youth travel and summer soccer coach (1999 – Present)