

Randy Sharpe, SPHR, SHRM-SCP, MBA

Boxford, MA 01921 | (508) 352-4895 | randy.sharpe@gmail.com

Chief Human Resources Officer | Senior Vice President | Vice President

Creating optimal work environments that attract, retain, and develop top talent

Senior HR executive experienced in directing all aspects of strategic HR management, practices, and operations. Strong relationship builder, employee motivator, corporate culture advocate, and respected HR advisor adept at gaining cooperation across the organization to implement strategic initiatives to achieve company mission.

Performance Highlights

- Recognized by CEO of leading nonprofit as **co-architect of corporate cultural transformation that restored employee trust and boosted motivation** through innovative talent engagement and retention efforts.
- During challenging corporate acquisition, **achieved 80% overall employee engagement score** (10 points above company average) and 90% retention of critical talent through initiatives to sustain employee motivation and corporate culture.
- **Created strategic workforce plan instrumental in winning a \$1B+ new business contract** for leading defense contractor.

Areas of Expertise

Strategic HR Management | Organizational Effectiveness | Employee Relations | Talent Management & Acquisition | Change Management | Compensation & Rewards | Succession Planning | Corporate Restructuring & Integrations Engagement | Staff Productivity & Engagement

"...refreshingly progressive, and an outstanding advocate for high performing talent within the company." —Finance Director & CFO, Martin Industries (BKN contract) | "Randy is the "Go To" person for staff inspiration and team building. He is always there with ideas of how to develop your staff and learn new ways to improve communication. He has been a boon to our company." —Contractor, BKN

Professional Experience

USA NONPROFIT GROUP | Peabody, MA | 2013–present

Eighth largest U.S. charity providing social services to more than 4 million people each year.

Director of Human Resources. Hired to rebuild employee trust and to identify and revamp HR processes to increase effectiveness. Serve as HR advisor on best practices to HR leadership and senior management in 50 chapters (20,000 employees) and for 150-employee national headquarters staff with focus on compensation, training, talent management, and employee engagement.

Credited with rejuvenating corporate culture. Oversaw administration of comprehensive employee survey and implementation of recommendations in partnership with cross-department employee advocacy group. Contributions:

Boosted organizational effectiveness by introducing strategic and HR best practices for chapters and national office. Highlights:

- Partnered with senior VP of HR to more than **doubled participation in HR Best practice training programs for chapter HR and senior leadership.** Led effort to gather chapter input and added relevant, value-added, just-in-time training topics on talent acquisition, culture fit, regulatory updates, and succession planning.
- **Saved \$75K in additional career site hosting fees by successfully renegotiating vendor contract** to retain existing price structure with newly added services at no additional charge.
- Reduced chapter liability and enhanced compliance reporting by **leading focus group of chapters of varying sizes to identify and select budget-appropriate, state-of-the-art applicant tracking system,** which was adopted nationwide.
- Tapped by senior leadership to **direct extensive \$1M+ talent development review and redesign to ensure competitiveness and support program restructuring.** Proposal received board approval as well as UNG bonus award.

Transformed culture of distrust to one of active engagement. CEO characterized culture change as **"UNG Reimagined."** Highlights:

- Enhanced new employee fit and commitment by leading the creation of a **new onboarding process and new hire survival kit to introduce candidates/new hires to UNG mission and corporate culture** during interview and orientation process.
- Facilitated employee personal and professional growth by collaborating with internal and outside training experts to **develop "Success in Action" individual and group training pilot program to support innovative culture.** Sample training topics include Myers Briggs Type Indicator consultations, design thinking, and conflict resolution training.
- Increased awareness and commitment to company values by **implementing campaign to promote values** and partnering with cross-departmental employee committee to **create peer-to-peer value recognition and reward program.**
- **Improved communications between staff and executive team** by collaborating with a cross-departmental team of employees to institute quarterly department and town hall meetings, revamp executive report, and organize a leadership development book club to discuss current organizational initiatives.

BKN COMPANY | Gloucester, MA | 2008–2012

Leading aerospace technology company and world's largest manufacturer of military aircraft.

Acting Manager/Strategic Human Resources Business Partner | 2011–2012

Promoted to lead change management, executive succession planning, performance management, and employee engagement for \$30B Business Development division and 1K employee, \$460M Intelligence Systems Group (ISG). Partnered with 4 vice presidents of business development as well as vice president of ISG to meet key objectives. Highlights:

- Directed team of 4 HR generalists to **successfully transition key strategic acquisition and to implement recruitment pilot program that reduced post-to-offer cycle time 13 days and post-to-hire by 17 days.**
- **Led organizational restructuring project**—which included evaluating headcount and work complexity —**that cut organizational layers and reduced management costs by \$1M.**
- **Maintained retention rate above the industry average** by retaining critical, high performing talent through negotiation of competitive salaries based on salary differentiation/performance analysis and identification.
- **Designed new relocation process that saved \$80K per hire.** Led 5-person focus group and worked with senior functional engineering manager, global mobility manager, compensation specialist, and HR generalist.

Strategic Human Resources Generalist | 2008–2011

Selected to lead HR strategy and change management following BKN's 2008 acquisition of Left Wing, Inc. Highlights:

- Directed successful HR integration of Left Wing acquisition as strategic change agent within 3-month deadline
- **Achieved 80% overall employee engagement score** (10 points above BKN company average) during a volatile transition period through culture preservation efforts and 90% retention of key talent resulting in successful knowledge transfer
- **Led strategic workforce planning for new business proposal** that was **instrumental in BKN winning a \$1.5B 4-year program**, to break into the new tactical intelligence, surveillance and reconnaissance (ISR) market. Efforts led to a new business unit and 2 executive promotions.

LEFT WING, Inc. | Bedford, MA | 2006–2008

Software engineering and application development firm providing customized solutions.

Human Resources Manager. Oversaw effective delivery of all talent management, operations, and HR strategy in hi-tech firm with 65 employees. Managed \$1.7M departmental budget. Provided change management leadership during BKN's acquisition in 2008.

- Developed and implemented new on-boarding strategy that was rated "Best in Class."

Early career includes regional recruiter position with **Organic Coffee Company** and HR director position with **Civic Services Group**. Highlights:

- *Organic Coffee Company:* Promoted from recruiter to manage full life cycle leadership recruitment for 5-state territory. Led strategic workforce planning and execution to support aggressive business growth in existing and emerging markets.
- *Civic Services Group:* Directed HR department for multimillion dollar transportation company, which grew from 80 employees to 350 employees in 6 states during tenure.

Professional Profile

EDUCATION	MBA, Leadership and Organizational Effectiveness , Atlas University, Newark, NJ BA, New York City College, New York, NY
CERTIFICATIONS	SPHR, Senior Professional in Human Resources , HR Certification Institute SHRM-SCP, Society for Human Resource Management-Senior Certified Professional , SHRM
AWARDS	USA Nonprofit Group Dividend Award: Organizational Compensation Review 12 Pride of BKN Awards: Outstanding HR practices BKN Spirit Works' Outstanding Achievement Award: Workforce Planning Proposal Organic Coffee Appreciation Award: Excellence in Onboarding and Welcoming New Hires
AFFILIATIONS	Society for Human Resource Management (SHRM) , Boston SHRM New England SHRM National Human Resources Assembly Human Resources Leadership Forum