

SUSAN B. ALMANN

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HUMAN RESOURCES EXECUTIVE

Strategic and proactive business partner to senior operating management to guide in the development of performance-based, customer-centric and market-driven organizations.

Provided vision and counsel in steering organizations through accelerated growth as well as in turning around underperforming businesses in both union and non-union environments. Diverse background includes multinational organizations in the medical equipment and manufacturing industries.

Core Competencies

- Long-Range Planning
- Recruitment/Staffing
- Employee Relations
- Leadership Development
- Succession Planning
- Compensation Design
- Culture Change
- M&A Integration
- HR Policies & Procedures
- Expatriate Programs

PROFESSIONAL EXPERIENCE

MARCON MANUFACTURING COMPANY, Peekskill, NY
Vice President, Human Resources [year–Present]

Challenge: Recruited to create HR infrastructure to support business growth at a \$30 million global manufacturing company with underachieving sales, exceedingly high turnover and lack of cohesive management processes among business entities in U.S. and Asia.

Actions: Partnered with the President and Board of Directors to reorganize company, reduce overhead expenses, rebuild sales and institute solid management infrastructure.

Results:

- ◆ Established HR with staff of 5, including development of policies and procedures; renegotiated cost-effective benefit programs that saved company \$1.5 million annually.
- ◆ Reorganized operations and facilitated seamless integration of 150 employees from 2 new acquisitions within parent company.
- ◆ Reduced sales force turnover to nearly nonexistent, upgraded quality of candidates hired by implementing interview skills training and management development programs. Results led to improved sales performance.
- ◆ Recruited all management personnel, developed HR policies, procedures and plans, and fostered team culture at newly built Malaysian plant with 125 employees.
- ◆ Initiated business reorganization plan, resulting in consolidation of New York and Virginia operations and \$6.5 million in cost reductions.

BINGHAMTON COMPANY, New York, NY
Director, Human Resources & Administration [year–year]

Challenge: Lead HR and Administration function supporting 1,600 employees at \$500 million manufacturer of medical equipment. Support company's turnaround efforts, business unit consolidations and transition to consumer products focus.

Actions: Established cross functional teams from each site and provided training in team building to coordinate product development efforts, implement new manufacturing processes and speed products to market. Identified cost reduction opportunities; instrumental in reorganization initiatives that included closing union plant in Texas and building new plant in North Carolina. Managed HR staff of 12.

Director, Human Resources & Administration continued...

- Results:**
- ◆ Instituted worldwide cross-functional team culture that provided the foundation for successful new product launches and recapture of company's leading edge despite intense competition.
 - ◆ Led flawless integration of 2 operations into single, cohesive European business unit, resulting in profitable business turnaround.
 - ◆ Restructured and positioned HR organization in the German business unit as customer-focused partner to support European sales and marketing units.
 - ◆ Initiated major benefit cost reductions of \$3 million in year one and \$1 million annually while gaining employee acceptance through concerted education and communications efforts.

ARCADIA CORPORATION, New York, NY

Director, Human Resources [year-year]

Challenge: HR support to corporate office and field units of an \$800 million organization with 150 global operations employing 4,500 people.

Actions: Promoted from Assistant Director of HR to lead staff of 10 in all HR and labor relations functions. Established separate international recruitment function and designed staffing plan to accommodate rapid business growth. Negotiated cost-effective benefits contracts for union and non-union employees.

- Results:**
- ◆ Oversaw successful UAW, Teamsters and labor contract negotiations.
 - ◆ Established and staffed HR function for major contract award with U.S. government agency.
 - ◆ Introduced incentive plans for field unit managers and an expatriate program that attracted both internal and external candidates for international assignments in the Middle East.
 - ◆ Managed HR issues associated with 2 business acquisitions while accomplishing a smooth transition and retention of all key personnel.
 - ◆ Restructured HR function with no service disruption to the business while saving \$500,000 annually.

EDUCATION

M.B.A., Cornell University, New York, NY

B.A., Business Administration, Amherst College, Amherst, MA

AFFILIATIONS

Society for Human Resource Management

Human Resource Council of Albany