

Carole I. West, SPHR

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Senior Human Resource Business Partner

Accomplished and results-driven human resource executive that has been successful at leading and developing world class employees. Strong business acumen with the ability to swiftly revitalize and restore diminishing relationships. A proven performer who moves easily from vision and strategy to implementation and follow through. Motivated by internal standards of excellence and personal expectations to exceed all organizational goals. A superb change agent with proven talents for building customer-focused organizations by recruiting and developing employees with customer-sensitive skills and potential leadership abilities.

- Intuitive Decision Maker
- Performs under Tight Deadlines
- Inspire Others to Top Performance
- Motivator and Natural Leader
- Ability to Get Things Done Quickly
- Personable and Good Natured
- High Achiever and Enthusiastic
- Wins Cooperation at all Levels
- Problem Solver

Human Resource Leadership & Administration

- Develop, implement, and monitor the strategic human resource plan for seven distribution centers located in five states to ensure human resource plans remain aligned with the regional operational strategy.
- Oversee and manage the work of reporting Human Resource staff as well as promote and contribute to the ongoing professional and personal development for all field associates.
- Provide strategic partnering with Regional Vice President, General Managers and other Operational field support on proposed terminations, disciplinary actions, evaluations, while promoting compliance with company policies and applicable laws.
- Conduct facility audits to ensure distribution centers are in compliance with required training, wage and hour administration, company polices, people programs, and HR initiatives are executed within the region in accordance with local, state, and federal laws.
- Participate in various legal proceedings as necessary.

Workforce Planning & Employment

- Developed and implemented employee policies and procedures, including designing employee handbooks, establishing employee benefit programs (health, dental, vision, and investment), managing operational compliance, compensation, and employee relations.
- Recruit, screen, and place top-performing employees in various levels within the organization.
- Coordinate and implement regional succession and replacement plans using IDPs and the PAR process.
- Lead field management in the execution of efficient and effective people development plans, performance reviews, wage and labor surveys, recruitment and retention plans, and worker's compensation issues.

Associate Engagement & Relations

- Ensure associates consistently feel comfortable using the Open Door process to express praise or concerns.
- Provide conflict resolution techniques to associates while partnering with the local leadership to resolve associate concerns.
- Monitor, review, and provide feedback on associate engagement plans to ensure facility improvement plans provide positive impact and results.
- Liaison between distribution centers and home office to resolve associate concerns and execution of new policies and people programs.

Diversity Consulting

- Partner with community organizations to enhance associate awareness surrounding EEO laws and working in a diverse environment.
- Served as a Diversity Consultant to senior executives in Fortune 500 companies with an emphasis on strategic diversity initiatives which included the targeted recruitment, training, development, succession planning, and retention of a diverse staff.
- Developed consulting relationships with clients such as Hitachi Data Systems, IBM, Dell, Frito Lay, Chevron, Pfizer, Deloitte, E&Y, PWC, Citibank, and others in the financial services, healthcare, manufacturing, technology and communications, energy, and consumer product industries.

Training and Development

- Create strategic training opportunities for development to meet the personal, professional, and regional needs for associates.
- Annually directed and managed a team which was responsible for establishing career development competency plans (succession plans) for 200+ professionals using Lominger's standard competencies.
- Have envisioned, implemented, and facilitated training programs for both internal and external clients.
- Have excellent training delivery capabilities. Have effectively trained large and small audiences.

Operations & Fiscal Management

- Achieved 17% growth in the Central Texas market, post September 11th compared to national results of 2%.
- Recruited by National Vice President to lead turnaround effort for Northern California market, moved from managing a small to large market and improved Northern California's ranking from 6th to 5th in one year with 12% growth.
- Managed an annual budget of approximately \$1M.
- Superior Fiscal Management Skills. Increased fund balance by 421% in one year, (five year average of 128%).
- Prepared strategic business plans for Board of Directors review and approval.
- Retained 100% of staff during turbulent times through improved communications and including employee feedback in the decision making processes.
- Maintained Client Retention rates of 93%, 96%, and 90% during the three year period post September 11th when the national organization suffered a 9%, 12%, and 4% loss of business.
- Consistently exceeded corporate standards for fiscal management, retention, and client satisfaction.

Professional Experience

Regional Human Resource Manager	Wal-Mart Logistics	Bentonville, AR (7/2007 – present)
Market Human Resource Manager	Wal-Mart Stores, Inc.	Arkadelphia, AR (7/2006 – 7/2007)
Managing Director	INROADS	Oakland, CA & Austin, TX (4/2000-8/2005)
Branch Manager	US Bank	Omaha, NE (5/1999-4/2000)
Human Resource Manager	Allegiant Group	Omaha, NE (8/1998-5/1999)
Internal Auditor	First National Bank of Omaha	Omaha, NE (6/1997-8/1998)
Staffing Manager	Robert Half	Omaha, NE (7/1996-5/1997)
Internal Auditor	Bank One	Phoenix, AZ (7/1995-6/1996)

Education & Certificates

Master of Business Administration in Human Resource Management and Knowledge & Learning Management
Walden University, 2006 – GPA 3.93

Bachelor of Science in Accounting
University of Arkansas at Pine Bluff, 1995 – GPA 3.33

Leading Management Teams Certificate
Cornell University, 2007

Professional Affiliations

Society of Human Resource Management
Northwest Arkansas Alumni Chapter of the University of Arkansas at Pine Bluff
Delta Sigma Theta Sorority, Incorporated