

Amy Krick Wagner

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HUMAN RESOURCE EXECUTIVE/SENIOR BUSINESS PARTNER & ADVISOR

Trusted C-Suite Business Partner Executing HR Strategy. Transformational Leader. Diversity, Inclusion & Equity Champion. Innovative Change Agent Influencing Organizational Development & Culture. Fostering a High-Performance, Empowered, & Engaged Workforce

Areas of Expertise

International HR Strategy & Leadership	Restructuring & Change Management	Project Management
Organizational Development & Design	Organizational Culture & Transformation	Lean Six Sigma & Workstream Optimization
Employment & Labor Law	Diversity & Multicultural Leadership	SG&A Budgeting & Fiscal Accountability
Talent & Performance Management	HR Audit & Compliance/Governance	M&A Due Diligence and Integration
Succession Planning & Program Development	Executive Leadership Coaching	Emotional Intelligence /Relationship Building

eQ MANAGEMENT CONSULTING LLC

Managing Director/Owner, Human Resources & Organizational Development

Columbus, OH

December 2020 to Current

Project-focused, on-site consulting services for: HR, Organizational Development; Change Management; Leadership Coaching & Development; DEI Training; HR Policy & Compliance Audits; Interim Executive HR Leadership; Business Advising;

Current Client: **Mikesell's Snack Food Company, Dayton OH**

July 2021 to Current

Function: **On-site Full Time Interim Executive Leadership Team Member with oversight for all Human Resources and Administration**

Engaged by Board of Directors to transform previously disorganized, non-compliant and under-performing HR Department and for business advisory to executive team

Major Achievements:

- Conducted **HR Audit to inventory compliance gaps**
- Risk Mitigation: created **policies, procedures, processes; trained managers; established SOPs, contingency plans; set G&O's/KPI's**
- **Automated** records, personnel files
- **Changed Culture**
- Successful **negotiation of Collective Bargaining Agreement** with Local 57 B&C (Bakery, Confectionery, Tobacco Workers & Grain Millers International) and served as Company Representative
- Re-staffed **80%** of positions within organization (including all management positions except CFO)
- Lowered company costs by sourcing, negotiating & implementing new health benefit program & carrier **saving \$132,000 annually** over previous carrier at renewal
- Lowered company costs by researching vendors, redesigning, negotiating pricing & implementing new HRIS/Payroll system **saving annually \$80,000** in administrative service fees over previous provider and increasing company benefits
- **Closed Indianapolis manufacturing facility** puffcorn line: termination of employees (severance & outplacement packages), vendors, equipment relocation, building sale and Union dissolved
- Cut temporary staffing fees **\$30,000 per month** by creating recruitment strategies, building local resource partnerships & establishing SOPs.
- **Procured \$150,000 Grant** for manufacturing line install and employee investment through Dayton Development Coalition
- Shifted Worker's Compensation experience ratings **from 70% to 82% and produced \$17,000 annual decrease** as a result of extensive front-line training, including safety measures, SOPs and performance discipline.
- **Recouped estimated over \$125,000 annually** in administrative overpayments, errors and negligence in invoicing by conducting an audit of benefits, worker's compensation, third-party administrator & vendors invoicing and A/P
- Successful **passing of SQF Safety Food Quality Audit Certification and FDA Audit** with documentation, processes and compliance
- Created organizational KPI's by **implementing lean Six Sigma** and process improvement to measure manufacturing operations, finance and corporate services functions
- **Project Manager for ERP Implementation** of JD Edwards One modules
- **Project Manager for Cash Flow Visibility**
- **Executive Leadership Coach**

Client Portfolio: Start-Up Company, Manufacturing, Non-Profit, Harness Racing, Insurance, Food & Beverage, Asset Management, Industrial
December 2020 to June 2021

Client Projects:

Human Resource Audits for Merger & Acquisition
Human Resource Compliance Audit
Leadership Development & Coaching
Succession Planning/9 Box/Hi Po

Leadership Development & Coaching
Culture & Change Management
Interim Human Resource Exec Leadership
Strategic Planning Leadership Sessions

Policy Development
Benefit Renewal & Enrollment
HR On Call Assistance
Recruiting/Retained Search

North & South America Regional Manager of Human Resources and Organizational Development*06/2007 to 12/2020 *(downsized when position eliminated in organizational realignment to shared services model of all NA Honda Companies)***Scope:**

- **Top Executive Human Resource Leader across multi-site operations of North/South America Region for Honda Trading America – a \$4 Billion Honda Company supplying raw materials (steel, aluminum, resin, precious metals) and parts to support Honda's Tier1 & Tier2 suppliers domestically and internationally for Honda production**
- **Supported 500+ employees in five countries: US, Canada, Mexico, Brazil & Argentina (10 sites)**
- **14 Direct Reports (HR and OD/training staff)**
- **Reported directly to Japanese President**
- **Managed \$18 Million SGA Budget**

HUMAN RESOURCE EXECUTIVE LEADERSHIP, REGIONAL ORGANIZATIONAL VISION & STRATEGY, and PEOPLE OPERATIONS OVERSIGHT:

- Pioneered and drove HR/business strategy for US, Mexico, Canada, Brazil & Argentina.
- Translated the organizational business strategy into a multi-country people strategy
- Trusted top senior advisor and SME to executive/management team for labor, associate relations and all legal compliance-related issues and corrective actions
- Led all areas of Human Resources, Organizational Development and Administration Divisions:
Associate Relations, Investigations, Policy Management, Total Rewards, Compensation, Benefits, Payroll, Regional Shared Services, Expatriation Administration, Recruitment/Selection, Regional/Global Assignment Programs, On-Boarding/Associate Experience, Corporate Communications, Health/Safety, SOX, Corporate Governance, Compliance/Ethics Reporting, Financial Budgeting, Corporate Social Responsibility, Risk Management, Intl Employment Law Expertise, Organizational M&A

Major Achievements:

- **BUILT first** human resources function in US **from ground up**, positioning Japanese-owned company for strong growth in US
- **First fulltime HR person** hired to develop Human Resource Department in US Operations
- Increased US Headcount from **82 to 220** associates
- Scaled start-up of HR Department at **\$3.5 Billion** to accommodate exponential company growth to **\$4 Billion** Annual Revenue
- **Created and implemented** all US HR policies, practices and SOPs
- **Founded and implemented** the organization's core values and philosophy program
- Led successful data migration of **system implementation** (transition to and new automation): PeopleSoft HRIS, SuccessFactors LMS (Learning Management System), Taleo (Applicant Tracking System), Kronos (Timekeeping System)
- **BUILT first** organizational development function in US **from ground up** – introducing, designing and facilitating: succession planning, talent review, 360 Feedback, career mapping, job architecture, organizational training matrix, core curriculum and
- Ensured **zero** adverse legal actions for **12** years with **100%** US Federal & State legal compliance to employment/labor laws
- Implemented a **performance management program with variable bonus** compensation tied to advance business objectives of the organization and reward individual performance linking to the overall business plan
- Improved associate survey scores from **24% to 85%+** through strategic organizational engagement interventions in **4** years
- Amplified leadership acumen and associate morale and retention while decreasing turnover by **10%** in **3** years by creating and implementing an aggressive coaching initiative and management model; EVP and DRIVE Innovation Program to address associate concerns; and improve corporate communications and leadership visibility.
- Formalized electronic **HR Scorecard** to report KPI tracking, data analytics and executive dashboards for data-driven decision- making, cultural communication and influencing management mindset – **evaluated on metrics**
- Devised a **shared services model** for HR and Administration to support regional operations supporting recruitment, onboarding, training, payroll and benefits. SOX & J-SOX compliant, **100%** successful passing of internal controls, consistent **98%** associate customer satisfaction rating on monthly scorecard.
- **Established first DEI Strategy** and increased minority representation by **75%** in major divisions: Sales, IT, Steel Purchasing, Parts Purchasing
- Selected by Honda North America Executives to serve on **Diversity Task Force** (**1 of 20** associates chosen across Honda Companies out of **30,000** associates in US)
- Instituted **Employee Value Proposition** with results after **first year**: recruiting costs decreased **75%** (saving **\$89,000**); time-to-fill rate decreased from average of **100** days to **60** days; turnover rate decreased by **3%**; sales team performance increased by **28%**; **15** High Potentials Identified for Future Succession Plan; Pulse Survey Associate Satisfaction improved by **8%**; average of **30%** of candidates hired were associate referrals
- Successful recruitment thousands of candidates through creative partnerships and resources for all levels of the organization both domestically and internationally. Divisions included: Leadership, Sales, Purchasing, Supply Chain, Logistics, IT, Accounting/Finance, Risk Management, Trade Compliance, Administration and in SC Operations (Warehousing Labor, Quality, Mechanical, Engineering).

- Conducted Organizational Compensation Structure Review and Grade Band Study Analysis Retention Strategy: **220** associates and **32** bands using Korn Ferry/Hay Methodology Job Evaluation, Modeling & Classification. Created new compensation bands; sales incentive compensation; adjustments for internal equity and market competitive advantage.
- SPECIAL ASSIGNMENT: HONDA TRADING DE MEXICO, S.A. de C.V.**
Management and Governance Oversight for Mexico HR/OD Operations HR - Celaya and Guadalajara
 Change Management and Reformation Project – charged to create human resource infrastructure for new office location in Central Mexico; ensured legal compliance with Mexican Labor Law; created ethical and credible organizational foundation; developed & implemented policies and procedures to guide associate conduct & foster associate relations; recruited staff for Celaya office; conducted RIF activities for Guadalajara office; established security protocol and managed expatriate programs.
- Key leadership role in **(4) site operation openings**:
 Greensburg, IN; Celaya, Mexico; Buenos Aires, Argentina; Dublin, OH
- Key leadership role in **(4) site operation closings**:
 Guadalajara, Mexico; MAPCAN (Molton Aluminum Producer Canada) Alliston, Ontario; Manaus, Brazil; San Paulo, Brazil
- Key leadership role in **(2) M&A**:
 Harmony Agriculture Products in Ohio (Honda Trading subsidiary) to Kanematsu – Marysville, OH
 Tri-Alloy Metals (Honda Trading subsidiary) to Private Equity – Montclair, California
- Key leadership role in creating HONDA TRADING SOUTH CAROLINA Parts Warehouse and Marine Engine Sub-Assembly Operations Facility: ISO 9001 Certification, Recruitment & Training of Warehouse Staff; Formulation of Safety Policies & SOPs

Honda North America Companies Project Team Member: Honda's Inclusion and Diversity Council, Honda's Diversity Communications Subcommittee, Ally for ENABLE BRG, Honda CSR Diversity Community Relations, Honda NA Engagement Team, Honda NA Recruiting Forum, Honda NA Associate Relations Forum, Honda NA HR Leaders

PREVIOUS PROFESSIONAL EXPERIENCE

GENERAL PRODUCTS CORP. - Columbus, OH

Director of HR & Safety (10/2005-06/2007)

2 Union Plants and 2 Non-Union Plants

**Columbus plant closed*

REA & ASSOCIATES, CPA FIRM - Dublin, OH

HR Director & Principle (10/2004 to 10/2005)

Performed billable HR consulting services to firm's client base: HR Audits for M&A

CONTRACT LUMBER, INC. & CONTRACT FRAMING, INC. - Pataskala, OH

Director of Human Resources & Safety and Health Officer (07/2002 to 10/2004)

Top HR Leader for multi-site, multi-state operations reported directly to President.

SIG COMBIBLOC, INC. (of SIG-Group International, Switzerland) - Columbus, OH

Human Resource Director, US Operations (09/2001 to 07/2002)

Top HR Leader for US with multi-site manufacturing operations and corporate services responsibility reported directly to Vice President in Germany.

Charged with closing aseptic packaging plant in Hilliard, OH and RIF

**Columbus plant closed*

CORPORATE COLLECTION SERVICES, INC. - Cleveland, OH

Vice President of HR (11/1997 TO 9/2001)

EDUCATION

Bowling Green State University, Bowling Green, OH

Bachelor of Science in Business Administration

Dual Majors: Human Resource Management and International Business

(One class and thesis from graduate degree) Master's in Organizational Development

Groupe Ecole Supérieure de Commerce de Nantes, Nantes, France

Undergraduate Study Program with Course Credits International Business and Economics, Semester

PROFESSIONAL AFFILIATIONS

SHRM, HRACO, ATD, Ohio Diversity Council, National Diversity Council, Toastmasters Int., Delta Sigma Pi, American Red Cross, Ohio Manufacturers Assoc.

TRAINING CERTIFICATIONS

Learning International - Superior Sales through Service; Zenger Miller /Achieve Global - Leadership/Universal Track; MBTI® Assessment – Step I & II, DDI Certified Facilitator – Targeted Selection; DISC® Assessment; LeanCor – Lean Leadership & Fundamentals; Kepner Tregoe Problem Solving, Decision Making, Total Quality Management; Vital Smarts Crucial Conversations; OSHA 30 Hours; Unconscious Bias - The Jones Group; Sexual Harassment Prevention -Abusive Conduct Prevention-Active Shooter-Compliance & Ethics; American Red Cross Instructor for BBP, CPR/AED, First Aid, Basic Life Support, Advanced Life Support, Emergency Medical Response; Korn Ferry - 360 Assessment, Feedback & Coaching, Job Evaluation Training (Korn Ferry Hay Method); MBTI (Myers-Briggs Type Indicator)