

WALTER DIETZ

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SENIOR HUMAN RESOURCES MANAGER

ORGANIZATIONAL CULTURE AND VISION ▪ PROACTIVE BUSINESS LEADERSHIP

POLICY ▪ PROCESS ▪ SYSTEMS

BUILDING OUTSTANDING WORKPLACES AND PERFORMANCE DRIVEN ORGANIZATIONS

Strategic business partner and catalyst for innovative initiatives that address today's business challenges of attaining revenue goals, controlling expenses, satisfying customers, and attracting/retaining talent while achieving business and profitability objectives. Capable of transitioning underperforming organizations into highly effective ones as well as leading organizations through accelerated growth or rapid change.

KEY ACCOMPLISHMENTS

- Built high-performing, results-driven staffing function in a highly competitive, rapid-growth sales environment.
- Devised a comprehensive succession planning and leadership development program.
- Resolved bi-cultural, complex, sensitive staff-relations issues following merger.
- Coached executive management team on planning and communications skills to increase productivity levels.

KNOWLEDGE AND EXPERTISE

- Strategic Planning/Implementation
- Restructuring and Revitalization
- Employee Relations
- Succession Planning
- Training/Employee Development
- Leadership Development
- Recruitment and Staffing
- HRIS Technology
- Climate Surveys
- Selection Techniques /Assessment Tools
- Organizational Development/Change
- EEO/Regulatory Compliance
- Benefits/Compensation Management

PROFESSIONAL EXPERIENCE

Regional Director, MET, Inc., New York, New York

June 2005 – Present

Subsidiary of Cendant Corporation and the largest residential real estate brokerage company in the country.

Senior HR Executive for 3 MET divisions, Habitats (rentals), The Alliance Group (re-sales), and The HomeLife Group (new development). Hold complete strategic planning, leadership, and operating management responsibility for all HR activities. Lead a direct staff of 8 HR Professionals.

- Restructured the HR department, consolidating 3 separate departments into one. Reduced costs by sharing applicant databases and leveraging recruiting activities for multiple positions. Increased employee retention and satisfaction by providing more opportunities for advancement.
- Strengthened relationships with functional departments, making HR a strategic partner in process development, staffing, and employee relations.
- Collaborated with senior staff to manage the post-merger integration of two new development companies. Streamlined and redefined workflow, roles and responsibilities, and compensation/pay practices. Restored employee confidence and trust, overcoming initial resistance to change as employees moved from a privately held company to publicly traded corporation. Persuaded key contributors to stay with the organization.
- Simplified sales employment process and agreements, eliminating time consuming contract negotiations to quickly fill critical sales positions. Modified the sales compensation plan, implementing a pay for performance model using incentives and bonus to motivate performance while reducing base pay salaries.

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HR Consultant/Executive Coach, At Your Best Coaching, Ash Ferry, NY August 2004 – June 2005

Recruited by the president of an energy services company to effect behavior changes in the management team resulting in increased performance/productivity and to provide staffing and employee relations leadership.

- Coached staff members individually, helping them to identify and overcome barriers to their success.
- Devised and established HR policies and procedures.
- Advised managers on employee relations matters as well as staffing and candidate selection.

Vice President, Human Resources, Action Technologies, White Plains, NY September 2000 – May 2004

Promoted from Regional HR Manager to lead the corporate HR function during rapid growth through acquisition and expansion in the Northeast Region. Participated in positioning the company for sale in 2004.

- Realigned/restructured the sales organization to support the new business objectives and strategy. Recruited and hired a new Sales EVP. Defined sales roles and created new position profiles.
- Shortened hiring cycle to meet the demands of accelerated growth. Selected and implemented an assessment tool to evaluate both new candidates and current employees.
- Reduced costs while maintaining comparable benefits by outsourcing payroll and benefits. Served as champion of the new provider and program to preserve employee confidence.
- Elevated employee morale and increased confidence through communication forums, employee opinion survey, and incentive bonuses in lieu of merit increases during the "dotcom bust." Created an environment of inclusion, open communication, and honesty during times of change.

Assistant Vice President, Bank of Tokyo, New York, NY October 1997 – March 2000

Challenged to lead integration efforts following the merger of 2 banks with vastly different cultures and management styles. Re-established balance in the workforce and addressed staff relations issues that arose post merger. Advised/trained expatriate management staff in EEO law, coaching and counseling, and performance management.

- Employed the Birkman Method team-building instrument to foster open communications, build trust, and create a much needed unified culture among the Tokyo Mitsubishi Securities group.
- Resolved employee relations issues that emerged in the post-merger environment. Earned the confidence and trust of the expatriate managers helping them to transform and strengthen relationships with the existing staff.
- Designed and deployed a job-specific and goal-based Performance Management program. Trained and advised management staff on how to apply the new program.

Human Resources Manager, Xerox Business Solutions, New York, NY 1990 – 1997

Began tenure as the first recruiter hired. Promoted to HR Manager supporting 1,000 employees in 9 locations.

- Implemented annual climate survey that became an integral part of the company culture. Survey feedback resulted in actionable plans that contributed to the overall growth and success of the company.
- Created a highly effective/responsive staffing function during rapid growth; devised comprehensive leadership development program and succession plan.
- Re-engineered and integrated back office functions to create a single, highly efficient order fulfillment customer interface. Cross-trained employees on multiple functions to facilitate a single point for problem resolution.

EDUCATION / PROFESSIONAL CERTIFICATIONS / AFFILIATIONS

B.A. English, State University of New York, Stony Brook, NY

Intensive Executive Development Workshop, Farr Associates

Certified Strategic Corporate Coach, Corporate Coach U

Member, Society of Human Resources Management (SHRM) and International Coaching Federation (ICF)