

# MICHELE PURCEY

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## VP / SENIOR DIRECTOR: HUMAN RESOURCES

Forward-thinking Human Resources Executive with extensive experience leading and supporting HR strategic planning initiatives, operations, and process improvements for large public health care organizations – generating significant bottom line growth. Successful planning and execution of HR programs to strategically transform and manage change. Particularly effective in reorganizing, streamlining, and strengthening business processes to maximize employee performance, recruitment, and retention. Excel at building and strengthening high-performance teams supporting all aspects of human resources. Outstanding people, problem solving, and budget management skills.

### EXECUTIVE LEADERSHIP COMPETENCIES

- Human Resource Management
- HR Strategic Planning & Execution
- Workforce Diversity Planning
- HR Process Improvements
- Team Leadership & Collaboration
- Talent Acquisition & Retention
- Organizational Development
- Change Management Initiatives
- P&L / Budget Management

### PROFESSIONAL EXPERIENCE

#### CHIEF MEDICAL EXAMINER

1998 – Present

#### Assistant Commissioner, Human Resources (2000 – Present)

*Local government organization responsible for investigating and determining causes of death within New York City.*

Promoted to lead HR department and programs with oversight for organizational development, strategic planning and execution, recruitment and staffing, employee and labor relations, and performance management. Accountable for 10-member HR team and \$43 million personnel budget supporting 730 employees across six locations. Direct labor management meetings, grievance and employee arbitrations, disciplinary actions, interim employment contracts, payment and performance review processes, and agency expansions. Provide funding and staffing recommendations based on agency projections. Support strategic and policy development initiatives.

#### Selected Achievements

- Minimized potential laboratory and administrative breaches through proposal and implementation of consistent approach for properly addressing issues regarding policy decision protocols for newly built forensic science laboratory.
- Significantly reduced potential claims resulting from discriminatory cases by ensuring consistency in management of disciplinary processes and procedures across organization.
- Saved millions of dollars in potential financial liability as result of enforcing and/or persuading staff to follow standard operating protocols, avoiding potential health hazards in response to 9/11 terrorist attacks.
- Successfully reestablished HR functions within 48 hours of 9/11 attacks by identifying current and future staff/budget requirements and available resources needed to provide critical support during large-scale emergency.
- Instrumental in rolling out a supporting recruitment processes, data management/statistical reporting, timekeeping and payroll processing.
- Halted six-week hiring delay by initiating innovative solution to staffing shortage, specifically consolidating hiring processes and coordinating recruitment event to conduct interviews and process all paperwork onsite.

#### Director of Human Resources (1998 – 2000)

Selected to lead HR operations with accountability for strategic vision and direction, employee and labor relations, recruitment and staffing, compensation and benefits, organizational development, workplace safety, and performance management. Led and trained five direct reports. Oversaw up to \$34 million personnel budget supporting 350 staff members across five locations. Served as management representative in employee grievances/arbitrations and disciplinary processes. Assisted in devising and executing strategic plans. Supported EEO investigations.

#### Selected Achievements

- \$750,000 mitigated in potential liability through objective assessment of employee discrimination issue, ensuring all documentation and subsequent actions were indisputable and in compliance with HR policies and procedures.
- Captured significant cost savings by crafting five-year strategic staffing plan to accurately forecast laboratory and administrative staffing requirements for forensic science laboratory in anticipation of future growth.

GOV'T DEPARTMENT

1987 – 1998

**Assistant Director** (1996 – 1998)

*Local Government organization specializing in public health disease prevention, care, and control.*

Directed all staffing activities for 900-member organization to include life-cycle recruitment, policy development and implementation, employee orientation, and personnel services. Managed six direct reports. Planned and coordinated focus groups to address recruitment and retention issues. Prepared and launched university recruitment plans. Developed and managed multiple personnel expense budgets. Leveraged strategic partnerships to increase recruitment efforts by 12%. Streamlined internal recruitment processes to significantly reduce time for filling critical vacancies.

**Selected Achievements**

- \$520,000 recovered in reimbursable expenses through revamp of personnel expense budget and submission processes – achieving accurate and timely submission of \$14.4 million grant-funded budget three weeks ahead of schedule.
- Reduced pre-boarding processing by 12 days and exceeded monthly interview appointments as result of launching aggressive recruitment program to appoint 180 public health professionals for 15 locations within 12-month period.
- 40% reduction in recruitment events by restructuring recruiting programs to increase attendance/onsite job offers and providing a more streamlined, cost-effective process for quickly identifying and securing qualified candidates.

**HR Generalist** (1994 – 1996)

Provided leadership and support for centralized human resource department serving more than 6,000 employees. Developed and managed expedited recruitment activities for health care professionals for Tuberculosis (TB) program. Tracked and managed applicant referrals, interviews, and offers. Established applicant referral database as well as statistical recruitment indicators that measured performance. Served as part of cross-functional team creating centralized database to track on-board processes.

**Selected Achievements**

- Cut training costs and attrition rates by developing and implementing exit interview process that successfully identified and addressed employee issues regarding communications, work expectations, and managerial style.
- Built application tracking tool to manage resumes for public health positions, addressing client concerns in “real-time” versus standard one week timeframe.

**Deputy Assistant** (1992 – 1994)

Led department administrative operations with 140 employees providing fee-based certificates and/or permits to public. Supervised and trained six-member team. Oversaw \$3 million operating budget. Accountable for personnel policies and procedures, EEO investigations, and expenditure reviews/approvals. Served as labor representative for grievance procedures and program liaison for budget, grant personnel, and executive staff meetings. Worked closely with centralized internal accounting/fiscal/procurement departments regarding vendor payments, accruals, budget changes, and reconciliation.

**Selected Achievements**

- Regained inventory planning and control through establishment of department’s first proactive procurement model.
- Terminated unproductive employees and improved morale by initiating progressive disciplinary program to establish protocols/expectations for staff with remediation strategies for addressing behavioral and/or work performance issues.

**Previous Position:**

**Personnel Representative** (1987 – 1992)

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## EDUCATION / PROFESSIONAL AFFILIATIONS

- **Bachelor of Arts in Political Science**
  - **Training:** Strategic Initiatives & Planning / Facilitation & Mediation / Aligning HR With Overall Business Strategy / OSHA / Consultative Strategies for HR Generalists / Dispute Resolution / Constructive Confrontation / Managing Difficult People & Situations / Coaching Defensiveness Out Of Employees
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## SOFTWARE APPLICATIONS

Peoplesoft ✦ Cognos CHRMS ✦ Microsoft Office ✦ WordPerfect Office