

Ima Goodone

1150 West Michigan Avenue
Brighton, Michigan 48116

[linkedin.com/in/ima-goodone-734623n23](https://www.linkedin.com/in/ima-goodone-734623n23)

Cell: (248) 887-0257
Ima.Goodone@gmail.com

SUMMARY OF QUALIFICATIONS

Human resources executive with strategic, functional, operational and consulting experience. Organizational change leader and advisor to executive management with expertise in:

- Human capital strategy and planning
- Talent management
- Employee engagement and performance
- Leadership development and training
- Employee and labor relations
- Benefits and compensation
- Talent Acquisition
- Workforce communications
- Mergers, divestitures and acquisitions

PROFESSIONAL EXPERIENCE

ACTIVE Ventures, LLC, Detroit, Michigan 09/14 – Present

Fast-growth (Deloitte Technology Fast 500, Crain's Detroit Best Companies to work for) IT consulting, technology and professional services firm that designs and provides value-based care solutions for automotive suppliers, health systems and banks. (\$300+M revenue, 5,100 employees). Active was acquired by Summit Systems PE firm in second quarter 2017.

Senior Vice President, Human Resources

Leader of companywide human resources strategies, programs and processes supporting rapid and sustained year-over-year revenue (60%+ for four years) and headcount (3,500 to 5,000). Led an HR team of seven. Reported to CEO.

- Directed all HR-focused activities in conjunction with sale and subsequent operational transition to Summit Systems. Functional executive transaction team member.
- Developed strategy to scale HR operations aligned with organizational growth projections.
- Outsourced talent acquisition function, improving quality of candidates and speed-to-hire, reducing annual per hire expense by 45%, supporting 90% growth in headcount in calendar 2015.
- Led HR operational planning and implementation for establishment of offshore (India) operation of back office functions related to IT line of business.
- Implemented human resources management system, providing automated employment transaction processing, onboarding, benefits enrollment, vendor interfaces, workforce reporting, COBRA billing and FSA administration.
- Directed development and implementation of talent management programs and systems including performance measurement, goal-setting, talent assessment, learning management, and succession planning.
- Completed marketing of health and welfare benefit coverages; converted health insurance from fully insured to self-insured, obtained three-year rate guarantee on welfare benefit insurance (premium savings of \$300K).
- Established formal structure and approach for compensation benchmarking and validation.

THE EXCELCIOR GROUP, INC., Bloomfield Hills, Michigan 07/13 – 08/14 *Global provider for financing, administration and marketing of service contracts for retailers and distributors of autos, electronics, appliances and various consumer products (\$1.2B revenue, 1,500 employees).*

Vice President, Global HR Operations

Responsible for HR technology, processes, policies, reporting and analytics across 21 locations in support of global HR centralization strategy. North American HR leader for all talent activity, including recruitment, payroll, performance management, employee engagement, leadership development and training, succession planning and systems. Managed staff of six. Reported to Chief Administration Officer.

- Led global talent management system implementation including goal and performance management, compensation administration, succession management, recruitment and training.
- Evaluated, developed recommendation, negotiated contract, SOW and SLA for global HR information system.

DETROIT MEDIA ORGANIZATION, Detroit, Michigan 07/99 – 06/13

Media company (\$700M revenue, 2,600 employees), operating daily newspapers, magazines, specialty publications, and various other traditional and digital media properties.

Vice President, Human Resources (2008 – 2013)

Accountable for all company-wide human resources functions in a centralized shared services environment. Directed corporate HR staff of 11. Reported to President.

- Led HR systems upgrade for more effective management decision-making and to increase employee use of self-service. Included HR knowledgebase, performance management, compensation, leadership development, succession planning and HR analytics systems.
- Realigned companywide HR talent and structure to better support changing corporate and business unit strategies.
- Directed all HR-related Chapter 11 efforts, including: drafting motions, filings, objections and reorganization plan; designing executive change-in-control and emergence compensation and equity programs; providing HR and workforce-related support in creditor negotiations.
- Developed incentive bonus program, balancing Board and bankruptcy court approval with reward and retention of key management employees.
- Redesigned health & welfare and retirement programs and renegotiated vendor agreements. Introduced HSA medical plan.
- Upgraded talent acquisition and onboarding systems/providers to enhance utility and improve external image to candidates. Renegotiated vendor contracts, implemented new applicant tracking system and background check provider, and reduced use of external recruiters (\$225K annual savings).
- Reconfigured HR following change in control, reduced \$6M annual corporate HR budget by 55% over four years, with minimal reduction in services and no significant trailing HR staff attrition.

Director, Human Resources & Leadership Development (2004 – 2008)

Led workforce planning, talent management, leadership development, executive coaching, training and employee engagement efforts. HR business partner for corporate office, interactive and national sales groups. Directed four talent management professionals and three HR generalists. Reported to Chief Human Resources Officer

- Managed succession planning and talent development efforts for senior corporate and business unit positions. Following leadership transition in early 2008, 12 of top 18 corporate executive positions and 17 of top 20 business unit leader roles were retained or filled by key talent previously identified in succession planning.
- Led employee engagement survey process at five of six largest business units (1,000+ employees) including survey communication, execution, feedback interpretation, action planning and follow-up.
- Developed and deployed streamlined performance review system for 800 non-union employees.
- Implemented ethics hotline; designed formal exit interview process and online post-employment survey.
- Established a 501(c)(3) charitable organization to provide immediate financial assistance to employees following disasters; raised over \$100K in donations from vendors, business partners and employees.

Director, HR & Benefits Service Center (2000 – 2004)

Led centralized employee service operation including benefit programs and policies, policy/plan design and implementation, vendor selection, contracting and negotiations, employee communications, and administration. Directed centralized shared services staff of 15.

- Integrated acquired Acme Press newspapers into centralized Media HR environment, increasing serviced employee base from 1,500 to 2,400.
- Consolidated DB and DC retirement plan administration (\$1B in total assets, 7,000 participants) to a single vendor and trustee (>\$300K savings).
- Converted medical coverage from 14 regional and national plans (fully-insured and self-insured HMOs and POS plans) to two national health programs (self-insured PPO and EPO plans).

Manager, Benefits Design (1999 – 2000)

Performed for financial audit of \$120M health and welfare benefit plan expense; renegotiated HMO contracts; established or self-insured health and disability plans; managed plan budgeting, funding and accounting measurements.

K-MART CORPORATION, Troy, Michigan 02/97–06/99 *Fourth largest US retailer (\$23B revenue, 170,000 employees), providing merchandise and related services through more than 2,400 full-line and specialty stores in the United States and Canada.*

HR/Benefits Consultant

Manager of companywide health and welfare benefit programs. Advisor to senior management regarding benefits strategy, cost control, benchmarking and trends, compliance and program administration.

- Coordinated annual renewal, pricing and negotiation with over 155 health plans nationally, delivering aggregate healthcare cost increases below 3% for both 1998 and 1999. Designed and implemented employee cost-sharing strategies and managed all health plan vendor activity.
- Represented K-Mart in two national purchasing cooperatives (National HMO Purchasing Coalition and National Drug Purchasing Coalition), leveraging scale to generate higher quality and cost savings.
- Evaluated and implemented integrated program to combine management of short-term and long-term disability claims (accelerated claim processing with 20% expense reduction).
- Managed retiree medical and life insurance programs including strategy, pricing and communication.

PRICEWATERHOUSE COOPERS / COOPERS & LYBRAND, LLP, Detroit, Michigan/ Chicago, Illinois 05/87– 01/97
International accounting and consulting firm

Senior Consultant, Human Resources Advisory Group (1994 – 1997)

Consultant/Actuary, Human Resources Advisory Group (1989 – 1994)

Associate Actuary, Actuarial, Benefits & Compensation Consulting Group (1987 – 1989)

Consultant to medium and large manufacturers, technology and insurance organizations. Initiated and managed various human resources consulting engagements.

- Managed day-to-day services of large HR client across multiple consulting lines (internal team of 20+ consultants & staff) with billings in excess of \$2.5M annually. Engagements included:
 - MD&A support focused on HR due diligence, change in control analyses and integration/disposition of compensation & benefit programs
 - Development and delivery of communications, including presentations to business unit leaders and meetings with both union and non-union employee groups
 - Various health & welfare projects and studies including retiree medical cost containment strategies and vendor evaluation and rate negotiation
- Team member on national pharmaceutical industry study focused on contract compliance and industry wide practice of providing rebates for drug steerage and sales volume.
- Managed actuarial engagements and studies: funding and accounting valuations; medical and dental pricing; health insurance claim reserve analyses; and the development and implementation of actuarial software.

EDUCATION

UNIVERSITY OF MICHIGAN, Ann Arbor, Michigan

Bachelor of Science, Math and Statistics (dual) June, 1986