

ELIZABETH M. FLORES

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CAREER TARGET: HUMAN RESOURCES DIRECTOR

Change agent, strategist, and proven executive leader with the foresight and expertise necessary to align Human Resource (HR) functions with agency values and goals

Visionary leader with successful 22-year career driving a multimillion-dollar organization to realize exponential growth, improved efficiency, and innovative HR initiatives. Inspirational program developer gaining confidence from corporate team, Board of Directors, key stakeholders, politicians/community leaders, and employees at all levels. Principled, confident, and decisive HR expert with a compliance-driven stance, offering demonstrated history of achieving revenue and efficiency targets. Innovator who revitalizes systems and builds long-term relationships.

“Elizabeth is the most conscientious and principled business leader I have ever worked with. Through her vast management background and top-notch skills, she offers intellect, business acumen, and excellent judgment.”

John S. Smith, President, Residential Management Company, Inc.

HUMAN RESOURCES LEADERSHIP

Benefits Administration ... Training Design & Delivery ... Public Relations ... Creative Problem Solving ... Personnel Management ... Employment Law ... New Hire Orientation ... Recruiting & Interviewing ... HR Policy Creation

Residential Management Company, Inc. – Selected HR Accomplishments:

- ◆ Assumed HR duties that served 185 site employees and 25 corporate employees, while managing benefits, compensation planning, and government compliance.
- ◆ Significantly decreased insurance payments, conceptualizing program that moved two health insurance plans into one self-insured plan, resulting in zero premium increases for six years—served as sole plan administrator.
- ◆ Achieved “*whole person management*” strategy that promoted genuine respect, support, and a team-oriented culture.
- ◆ Developed comprehensive HR policies and procedures; authored detailed employee manual and updates.
- ◆ Maintained open communication regarding HR issues, compassionately addressing financial issues, sexual harassment grievances, and benefits questions. Performed mediation regarding internal/external conflicts.
- ◆ Instituted successful employee empowerment program, resulting in promotions from within company.
- ◆ Spearheaded employee-focused initiatives, such as an interest-free loan program and life skills training.
- ◆ Reduced potential for workplace violence, protecting staff by creating/instituting a proactive policy.
- ◆ Focused efforts on addressing needs of diverse staff; built thoroughly-trained teams by producing a world-class educational program that promoted positive discussions and stimulated thinking.
- ◆ Collaborated with the President to design and implement a ground-breaking retirement program.

PROFESSIONAL EXPERIENCE

Residential Management Company, Inc., Washington, D.C., 1995 – 2009

Director of Residential Management (2001 – 2009)

Vice President (1998 – 2001) / Assistant Vice President (1996 – 1998) / Property Manager (1995 – 1996)

Drove growth and stability as leader of management of the Residential Real Estate Department consisting of 200+ employees, 5,000 rental units, and 40 operating/capital budgets totaling \$56 million. Reported directly to the President, contributing expertise to develop strategic plans, budgets, and operating structures that ensured productivity and profitability during periods of rapid expansion and economic challenge. Created and implemented operational policies and procedures; charged with direct executive oversight and complete HR administration.

- Promoted within the organization for effectively leading small to large teams, as well as for cutting-edge HR, training, and asset management skills.
- Established environment where every team member was highly valued and equally supported.
- Decentralized and streamlined operations, reducing costs by 45% from 2001 to 2009.

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Page Two

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Residential Management Company, Inc., continued...

- Served as “face of the company,” effectively communicating issues and solutions while representing the organization before the Legislature, regulatory bodies on a municipal level, and the court system.
- Initiated a highly-regarded Community Affairs program involving company staff and residents in such activities as food drives, housing renovations, soup kitchen volunteering, and partnering with community schools and social service organizations.
- Established a bi-weekly managers’ meeting that offered a variety of formats; recruited peer and expert instructors to speak, which fostered an environment of mentoring and support.
- Identified key areas for improvement by driving a corporate-wide study of administrative procedures, policies, and systems. Efforts led to significant reengineering and process enhancements.
- Strengthened fiscal controls and optimized Return on Investment (ROI) by re-allocated resources, all was achieved through a total redesign of accounting and lease administration systems.
- Facilitated communication among cross-functional departments while working closely with accounting staff to upgrade technology. Used keen ability to “bring people together” while interfacing with staff and vendors.
- Ensured customer service became central tenet of company’s standard of performance.

Summit Community Housing, Inc., Washington, D.C., 1992 – 1995

Housing Administrator

Created and implemented strategic plans that led to efficient and successful corporate operations. Drove consistently high occupancy rate for a not-for-profit housing agency with oversight of \$25+ million in property. Established detailed policies and procedures that were critical components of exponential growth. Developed financial and management operations that built organization from one to seven affordable housing complexes. Directed corporate operations and management team, monitored physical plant, and prepared budgets. Provided advocacy for residents and served as liaison with government regulatory agencies and investor entities.

- Oversaw HR functions, engaging cross-functional leadership with a team-centered approach.
- Empowered staff through comprehensive training programs, on- and off-site, that provided solid knowledge of job responsibilities and regulations/compliance issues.
- Built industry knowledge by personally attending pertinent seminars yearly and subscribing to journals/publications. Self-educated on many areas affecting affordable housing.
- Offered extensive knowledge in Fair Housing Act (FHA), Americans with Disabilities Act (ADA), and other State and Federal laws.

EDUCATION

New York University, New York, New York

Master of Science in Mental Health Counseling Candidate (Projected Graduation: 2009)

Practicum: Campus Mental Health Placement

The American University, Washington, D.C.

Bachelor of Science in Women’s Studies

COMMUNITY LEADERSHIP

Board Member, Center for Employment Training, Washington, D.C., 2007 – Present
Volunteer, Smallwood Elementary School, New York, New York, 2002 – Present
Team Leader, Hospice Care, New York, New York, 1998 – 2005
Volunteer, St. Mary’s Infant and Maternity Home, Washington, D.C., 1992 – 1995