

ANDREA L. ZAVAKOS

EDUCATION and CREDENTIALS

- PhD in Leadership & Change, Antioch University, 2006
- MBA - Total Quality Management, Dowling College of Oakdale, NY, 1992
- BA – Psychology; Chaminade University of Honolulu, HI, 1990, Magna Cum Laude
- College of Executive Coaching, Santa Barbara, CA, 2008 (7-day program)

Senior Professional in Human Resources, HR Certification Institute
Global Professional in Human Resources, HR Certification Institute

SELECTED ACCOMPLISHMENTS

- ◆ Developed curriculum and conducted HRCI-approved training on topics such as leadership, behavior-based interviewing, hot HR topics, and hiring superstars.
- ◆ Effectively completed AAP and OFCCP audit resulting in receipt of atypical letter of congratulations from district director.
- ◆ Resolved highly complex sexual harassment, retaliation, and racial discrimination complaints, minimizing company liability.
- ◆ Successfully integrated numerous acquisitions organizationally and culturally, retaining all identified key talent for at least 12 months.
- ◆ Conducted extensive one-on-one coaching and counseling with senior executives.
- ◆ Streamlined numerous processes and organizational structures to enhance profitability and efficiencies through continuous improvement efforts.
- ◆ Reduced absenteeism by 50% and union grievances by 27% in nine-month period through cooperative labor-management team effort; reduced workers' compensation expenses by 89.6% in 12 months.
- ◆ Reduced OSHA incident rate from 14.85 to 9.47 in 12 months, accomplishing all-time high of 255 days without lost-time accident.
- ◆ Successfully led effort to maintain union-free environment after unionization attempt.

EMPLOYMENT HISTORY

UNIVERSITY OF DAYTON, Dayton, Ohio 2013 - Present
Lecturer, School of Business Administration (2015-present)

Teach Organizational Behavior (MBA 795 and MGT 301), Strategy (MBA 798 and MGT 490), Global Business (INB 450), and Cross-cultural Management (MGT 403) using both online and classroom formats. Active member of the University Hearing Board for Community Standards and Civility. Member of Leadership UD 2015-16 cohort.

Assistant Vice President of Human Resources (2013-2015)

Direct compensation, learning and development, and HR operations functions. Provide employee relations expertise to the academic units, UD Research Institute, and UDit.

BROWER HUMAN RESOURCES CONSULTING, Dayton, Ohio 2002 - 2013
Director of Human Resources Consulting

Managed consulting business unit; provided HR consulting services to a wide range of companies: organizational development; training; recruiting and retention; leadership development and executive coaching; human resource audits and process improvements; harassment and discrimination investigations, resolution and training; policies; benefits and compensation; and outsourced HR services. Supervised administrative staff and benefits department (20 employees) while handling Brower's internal HR 2002-2005.

RELIZON (formerly Reynolds and Reynolds, now WorkFlowOne), Dayton, Ohio 1998 - 2002
Director, Human Resources

Led the human resources unit for 1200-employee organization throughout the U.S. engaged in finance, sales and marketing of business communications solutions. Created and led the company-wide recruiting shared services organization. Approximately \$1BB in sales with 4,600 employees. Functional reports included two regional human resources consultants and seven recruiting staff. Reported to VP of HR.

BARCO, Inc., Dayton, Ohio (based in Ghent, Belgium) 1996 - 1998
Manager, Human Resources – United States

Ran one-person HR department for 150 sales, field service technicians, and support employees throughout the country for U.S. division (\$25MM) of global graphic design systems company. Approximately \$700MM in sales with 5,000 employees.

GEM CITY ENGINEERING, Dayton, Ohio 1994 - 1996
Director, Human Resources

Top HR position on company providing comprehensive human resources support to 300 non-union employees of this privately held, multi-plant manufacturer of automation equipment and metal-stamped products. Approximately \$100MM in sales. Reported to President.

RICH PRODUCTS CORPORATION, Buffalo, NY 1992 - 1994
Manager, Human Resources - Dayton, Ohio

Responsible for all HR and safety activities: managed grievance and arbitration issues and participated in labor negotiations. Reported to plant general manager of this \$45MM food manufacturing facility with 150 unionized (BC&T) employees (worldwide sales of \$2BB and 6500 employees).

ILC DATA DEVICE CORPORATION, Bohemia, NY 1991 - 1992
HR Generalist

Administered staffing, new employee orientation, quality and process improvement training, and AAP/EEO/OFCCP matters for this 1,000 employee non-union manufacturer of electronics for defense and aerospace industries, sales of \$150 MM.

SWINGLINE, Long Island City, NY 1990 - 1991
Training Coordinator

Implemented, presented and evaluated all aspects of on-the-job training, initiated and coordinated English as a Second Language training, facilitated Quality Action Teams, administered disability and workers' compensation, and assisted with labor relations in this multi-site, 1,000-employee (Teamsters organized), \$80MM manufacturing facility. Division of American Brands (Fortune 100 company at the time).

US NAVY 1983 - 1990
Electronics Technician First Class (Highest Rank: E-6)

Maintained electronics communications equipment in San Diego and Honolulu. Acted as American Red Cross liaison for the NAVCAMSEASTPAC base in Hawaii from 1987-90. Supervised 30 First Aid and HIV/AIDS instructors, and trained 60 instructors and 1,000 military and civilian personnel. Created and conducted new employee orientation and safety programs. Honorably discharged.

BUSINESS OWNERSHIP

Miami Valley Human Resources Consulting, LLC

2015-Present

Owner/Operator

Own and operate a small human resources consulting firm, providing full service HR consulting.

AFFILIATIONS AND HONORS

Board Member: Community Blood Center/Community Tissue Services

Secretary/Board Member: Artemis Center for Domestic Violence

American Red Cross Instructor Trainer of the Year - Hawaii, April 1990

Sailor of the Year Nominee, 1990

Navy League of Honolulu Award Winner, 1988

Miami Valley Human Resources Association, Current Member

Society for Human Resources Management, Current Member

SPEAKING ENGAGEMENTS/TEACHING EXPERIENCE

- *Antioch University*: Adjunct faculty in the master degree programs for *Conflict Analysis and Engagement* and *Management and Leading Change* since 2010. Created and implemented curriculum for Human Resources concentration including three core classes, professional seminar and practicum. Adjunct faculty for the following courses: Team Development and Collaboration; Identity, Development and Leadership; Action Inquiry; and Crucial Communications. Assist with planning residency program. Use Sakai (Isidore) and other technology for online-instruction.
- *University of Dayton Center for Leadership*, Going from Peer to Supervisor -full day program (2011 – present), Workplace Harassment Prevention (2012), Continuous Improvement (2012).
- *Battelle & Battelle Webinar Series*, Hiring Practices
- *Battelle and Battelle*, The Employment Life Cycle
- *Construction Financial Management Association*, Session Moderator: War for Talent
- *Dayton Better Business Bureau*, Teambuilding
- *Brower Educational Series*: 2-4 hour presentations of topics including Aging Workforce; Behavior-based Interviewing; COBRA; Compensation; Customer Service Skills; Decision-making; EEO, Diversity and Harassment; FMLA; Hiring Top Talent; HR 101 - Basics for Non-HR Professionals; HR Hot Topics; Leaves of Absence; Performance Management, Project Management; Supervision 101 – Basics for New Supervisors; The Fair Labor Standards Act; and Top 10 HR Actions That Can Kill Your Company
- *Clermont County Chamber of Commerce*, Human Universals and Women in the Workplace
- *Human Resources Legal Update*, Professional Association of Healthcare Office Management
- *Ohio Golf Course Owners Association*, What You Don't Know Can Affect Your Bottom Line
- *Professional Association of Healthcare Office Management*, Employee Handbooks: What You Need to Know
- *Professional Association of Healthcare Office Management*, Hot Topics in HR
- *Springfield HR Management Association*, Handbooks and Company Policies: What You Need to Know
- *Wright State University HR Club*, Hot Topics in HR
- *University of Dayton Law School*, Guest Lecturer, Employment Law and HR 101

EXCERPTS FROM TEACHING/CONSULTING EVALUATIONS

- “Andy is real. She doesn’t come and give us the legal mumbo jumbo. She speaks English and understands both sides – for employers AND employees. She is the best in Dayton at what she does. She is a great advisor to us in difficult situations.”
- “The instructor is funny and smart – the time just flew. Presented well – very easy to understand.”
- “Andrea is incredible at presenting the info. She held my interest the entire time. Speaks very clearly.”
- “I love Andy’s interactive approach – I think she could teach anything and I would enjoy it.”