

Sandhya Johnson

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Career Summary

Demonstrated success in leading enterprise-wide talent management solutions in national and global organizations. Extensive experience in creating and institutionalizing strategic talent initiatives and processes. Ph.D. with a proven track record of applying pragmatic human capital solutions to address business issues.

Skills Summary

- Talent Acquisition
- Executive Assessments
- Change Management
- Performance Management
- Succession Planning
- Culture Transformation
- Organizational Design
- Talent Management Systems
- Talent Development

Employment History

INGENIUM GLOBAL – Dallas, TX
Managing Director, 2013 to Present

A boutique consulting firm for Talent and Human Resources. Ingenium delivers concrete solutions, a more engaged, high-performing workforce, and lasting organizational change every single time. While all services utilize a blend of current, thought-leading academic and practitioner Organizational Development methodologies, every engagement is uniquely tailored to the client's individual business situation to achieve optimal results.

- **Organization / Team Culture Diagnostics and Change:** Comprehensive audit of mission, strategy, performance and culture of a team, department or entire organization. Identify strengths and areas of alignment/misalignment. Provide practical recommendations to achieve aspirational culture in order to more effectively execute business strategy.
- **HR Performance Assessment and Transformation:** Determine current state of HR capabilities and compares them with the strategic business needs. Analyse HR strengths and opportunities to provide recommendations on priorities, structure as well 3-year HR roadmap, including change strategy for moving to the next level of business impact.
- **New Human Capital Program Design and Implementation:** Determine business-aligned talent strategies. Design best-in-class human capital programs and processes such as: Talent Acquisition, Performance Management, Succession Planning, Employee Engagement & Retention.
- **Leadership / Team Effectiveness:** Utilize assessment tools (Hogan, LVI, DiSC, EQ-i 2.0, Lumina psychometric testing, Organizational Culture Inventory) to provide a clear and easy-to-use framework to understand current leadership and/or team effectiveness. Design and deliver leadership and team development programs to address areas of opportunities.

FLOWSERVE CORPORATION – Irving, TX
Director, Global Talent Acquisition, Engagement & Retention, 2011 to 2013

Leading manufacturer and aftermarket service provider of flow control products and services with more than 17,000 employees in more than 50 countries.

- **Center of Excellence Leader:** Worked in conjunction with other HR centers of excellence leaders and HR Business Partners to define the appropriate organizational structure, role scope, career roadmap, competency assessments, and training development plans to better align with HR operations as part of the overall transformation initiative.
- **Recruitment Process Outsourcing:** Developed the business case and return on investment to support a global sourcing strategy that leverages third party services provider. Screened and selected the final vendor. Implemented program across 55 countries in North America, Asia Pacific, Latin America, Europe, Middle East and Africa over a period of 6 month.

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- **Employee Lifecycle Surveys:** Identified a global survey partner and launched entry, engagement and exit process. Trained and implemented action planning tools and resources for field General Managers in over 150 locations across the globe.
- **Workforce Planning:** Developed and deployed the first phase of a global workforce planning strategy, process and tools to address the current and future talent needs of the organization.
- **Assessment Center for University Hires:** Streamlined and validated a two-day assessment center for Engineering candidates in the United States. Transferred this process to Italy, India, and China by training resources in those regions.
- **Global Employee Referral Program:** Expanded and standardized employee referral program from nine pilot countries to all 55. Established guidelines to ensure that the program was equitable across all locations while allowing for some customization for each local market.
- **Retention Strategies:** Consulted with the Research & Development leadership to identify key retention drivers at the Pump and Valve Engineering Centers in Bangalore, India. Conducted several focus groups with key managers and individual contributors and presented findings and recommendations to address gaps.

GAF MATERIALS CORPORATION – Dallas, TX
Director Talent Management, 2007 to 2011

North America's largest manufacturer of commercial and residential building products with 4000 employees and approximately 26 manufacturing facilities in the United States.

- **Performance Management:** Transformed and integrated a fragmented manual performance management process into a robust system that is tightly linked to goal alignment and core values. Leader of GAF's Performance Management Steering Committee, a group of cross-functional executive representatives from all of GAF's functions who provide input regarding future process enhancements including technology implementation.
- **Pre-Employment and Development Assessments:** Implemented ASSESS Systems talent selection and development solutions as well as cognitive ability tests (i.e. Thurstone test of mental alertness, Raven's progressive matrices, and Watson-Glaser critical thinking appraisal) across all manufacturing facilities as integral part of hiring process for critical roles
- **Talent Acquisition:** Recruited key leaders in all departments of the organization including Sales, Marketing, Operations, Finance and R&D. Automated and streamlined the hiring process by leading the implementation of an applicant tracking system across all locations, resulting in a reduction in overall process time (from 135 days to 90 days).
- **Succession Planning:** Created and implemented an enterprise-wide organizational capability review process that identifies critical roles, high potentials and successors that is reported up to the CEO. Led ongoing talent discussions with C-suite executives. Increased pivotal talent retention by 25% in 2 years.
- **Executive & Leadership Development:** Replaced ad-hoc process with an enterprise wide curriculum framework for executives (VP & above) and leadership (Manager, Director, Executive Director) that is aligned with business goals.
- **High Potential Development:** Launched a pilot mentoring program for 25 high potential mentees and early career MBAs. Designed and led a 360-degree feedback process for 70 high potential leaders within Operations.
- **Employee Development:** Played a leading role in the development of the company's On Line University. In partnership with Compensation and functional leaders, created meaningful career paths in Sales, IT and R&D by profiling critical job roles and responsibilities.
- **Engagement Initiative:** Designed and launched the first enterprise-wide comprehensive Employee Engagement Survey. Leveraged post-merger organizational scale and competitive bid process to reduce survey administration costs by 60%.

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HEWITT ASSOCIATES – Dallas, TX

HR Service Delivery Manager, 2006 to 2007

- **Business Consultant:** Consultation in areas of: Compensation, Talent acquisition, Learning & Development, HRIS, Employee Relations, and other strategic human resource practices. Recommended and implemented corrective actions for complex payroll issues that impacted bargaining unit employees.
- **Talent Management:** Facilitated a robust mid-year and year-end talent management process. The process included performance management training for all people managers, calibration discussions at site, complex and business unit levels and assessment of overall effectiveness of program. Designed a Succession Planning process template including timeline, implementation guide, tools and worksheets.
- **Organizational Effectiveness:** Actively involved in implementation of lean methodologies, values and culture to streamline operational processes and improve financial results. Integral part of the continuous improvement initiative designed to dramatically enhance front line leadership capabilities.
- **Workforce Planning:** Instrumental in hiring key leadership positions within TXU Mining. Developed and implemented new monthly and cumulative turnover reporting format for all TXU businesses. Serve on project team tasked with designing a replacement planning process for retirees.

CITIGROUP – Irving, TX

Senior Human Resources Generalist, 2004 to 2006

- **Strategic Partner to Business Leaders:** Focused on the alignment and achievement of business objectives, corporate culture, and HR policies in a complex matrixed environment. Created and launched a cross-functional front-end leadership forum resulting in greater site cohesion.
- **Employee Engagement:** Actively involved in the rollout of a cross-site, structured Mentoring Program to provide Officers a relationship-based developmental opportunity. Developed a targeted retention program to decrease attrition rates amongst the early service population based on a detailed attrition study.
- **Culture Change Management:** Climate identification and interpretation utilizing focus groups and employee surveys; influenced the successful implementation of new culture initiatives focusing on career development and recognition resulting in an improvement in employee survey scores.
- **Organizational Restructuring:** Coordinated several business consolidation efforts both in Irving and Houston, TX requiring relocations, site closure, off shoring, functional mergers, and job discontinuances.

INGERSOLL RAND - Garland, TX and Portsmouth, NH

Human Resources Manager, 1999 to 2004

- **Recruitment and Selection:** Developed and implemented a robust recruiting process that enabled the business unit to triple in size in approximately one year. Facilitated and coordinated off-shore Engineering resources
- **HR Systems Development:** Project leader for the launch of an Oracle based human resource management system as well as employee and manager self-service applications. Led a team to launch a web-enabled safety learning system. Business unit champion for online recruiting system to better manage the hiring process. Rolled out a web based performance management, succession planning and compensation tool. Implemented an online Human Resources Toolkit for Managers and HR Professionals
- **Performance and Productivity Improvement:** Created and implemented a performance feedback system for 250 hourly personnel to improve productivity, Developed a pay for performance program to establish a link between compensation and individual accomplishments.
- **Training and Development:** Implemented a multi-skill, cross-training program to improve associate flexibility. Created and championed a Training Taskforce to identify and prioritize organizational training needs. Developed a modular training program to enhance the leadership skills of key supervisors. Employed an internal certification process to ensure that all key positions have the necessary skill-sets.

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LE MERIDEN JUMEIRA BEACH HOTEL – Dubai, UAE
Training Manager, 1993 to 1997

- **Onboarding and New Hire Orientation:** Designed, planned and executed pre-opening training for over 350 team members from 15 different Countries
- **Supervisor and Management Development:** Served as a Regional Trainer for Le Meridien Middle East Academy, Conducted annual training needs analysis. Created and conducted need-based training programs for supervisors and mid-level managers

Education

FIELDING GRADUATE UNIVERSITY – Santa Barbara, CA
Ph.D. in Organizational Development, 2016
Master's in Organizational Development, 2014

ORAL ROBERTS UNIVERSITY – Tulsa, OK
Master's in Business Administration (MBA), 1999

WELCOMGROUP GRADUATE SCHOOL OF HOTEL ADMINISTRATION – Manipal, India
Bachelor of Hotel Management (BHM), 1989

Of Note

HONORS & AWARDS

- GAF President's Club Award, 2008
- Won the Outstanding Graduate Business Student Award, 2000

KEY RESOURCES

- Hogan Assessment Certification
- DiSC Certification
- Organizational Culture Inventory (OCI) Certification
- Emotional Intelligence EQ-i2.0
- Leadership Versatility Index LVI 360 Feedback
- Assess Systems: Personality Survey & Cognitive Tests
- DDI: Certified Facilitator / Targeted Selection