

TRACY DODD, SPHR, SHRM-SCP

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Global HR leader with more than 30 years of diverse experience leading data-driven people and culture strategies that result in increased employee engagement, greater individual and team performance, and stronger financial results.

- Strategic advisor to C-level executives, board members, and business partners regarding talent strategy and analytics.
- Thought leader who develops innovative solutions that optimize talent and build capabilities for the future.
- Global and flexible thinker with proven ability to adapt quickly and easily to changing business need.

AREAS OF EXPERTISE

- HR Transformation/Agile HR
- HR Operations/HRIS
- Acquisition Integration
- Change Leadership
- Culture Change
- Talent Management
- Diversity, Equity & Inclusion
- Leadership Development
- Learning & Development
- Executive Compensation
- Employee & Labor Relations
- Organization Effectiveness

EXPERIENCE:

VNS Health (formerly Visiting Nurse Service of New York - VNSNY)

August 2021 - Present

Executive Vice President & Chief People Officer

- Lead **HR Transformation** to reimagine VNS Health's people function and culture, enabling the execution of our growth strategy and desire to be an Employer of Choice. Responsible for the development and implementation of an enterprise **People and Culture Strategy**. Establish new HR operating model and lead restructure to maximize effectiveness and efficiency. Upgrade HR skills and talent to enable a modern, relevant People function.
- Reinvent the **employee experience** through best practice/next practice initiatives across the employee talent lifecycle to attract, engage, and retain the talent VNS Health needs today and in the future. Partner with senior leaders to execute the strategies and implement the programs/processes across talent acquisition, employee engagement, talent management, culture, DEIB, total rewards, employee & labor relations, organizational design, change management, leadership development, coaching, performance management, and learning and development.
- Serve as **trusted strategic advisor** to senior executives and VNS Health Board regarding all aspects of talent management, talent planning, succession, and culture. Partner with **Compensation Committee** to assess and advise on executive compensation strategies. Leverage a deep understanding of the company's business and talent requirements to provide advice on **future of work** trends, best practices, and talent strategies. Provide executive coaching to CEO and senior management team.

Tiffany & Co, New York, NY

January 2019 – August 2021

Chief Talent Officer (Head of Global Talent)

- Key to our **HR Transformation**, establish and lead the **Global Talent Center of Expertise [CoE]** within Human Resources. Responsible for developing and executing a consistent **global talent strategy** that supports the full employee lifecycle of our 14,000 employees, enabling Tiffany & Co. to achieve organizational goals, deliver financial performance, and create a culture that engages and inspires an aligned and agile organization. This includes leading 80+ global employees across Talent Acquisition, Learning & Development, Change Management, Organizational Effectiveness, and Talent Management. Identify, align, and integrate **inclusion & diversity** and **bias mitigation strategies** into all talent practices, ensuring our strategy builds an inclusive culture with increased representation of women, people of color, and LGBTQIA at all levels of leadership. Implement **Agile** in Global Talent.
- In partnership with the CEO and CHRO, created and executed the **culture change** strategy for Tiffany & Co. and HR, with the goal of creating an agile and innovative culture that embraces continuous learning, a growth mindset, and delivers on luxury and performance. Established new business processes, goals, and key metrics.
- Serve as a **trusted strategic advisor** to senior executives regarding all aspects of talent management, talent planning, succession, and culture. Leverage a deep understanding of the company's business and talent requirements to provide advice on **future of work** trends, best practices, and talent strategies. Provide coaching to senior management team.
- Advise CHRO on **HR Transformation** and **LVMH acquisition integration**. Contribute to the greater thinking around talent; **grow** the HR community's **expertise** as strategic and agile talent professionals. Increase effectiveness and efficiency of overall HR function. Lead the integration of talent processes with LVMH, including executive/talent mobility.

Mastercard, Purchase, NY

Senior Vice President, Global Talent Management

October 2017 – January 2019

- Lead the Global Talent Management Center of Expertise [CoE] within Human Resources. Responsible for **strategy development, planning, and execution** of global talent management initiatives for all 13,000 employees and acquisitions. This includes responsibility for performance management, employee engagement, talent planning, succession management, executive coaching, and management & leadership development.
- Work in partnership with the business and HR to drive and execute the **global talent management strategy** in support of Mastercard's culture, performance achievement and long-term success.
- Drive activities to develop **leadership** skills throughout the organization including leadership programs, **executive coaching**, leader community development, communications, and **assessments**. Continuously improve talent practices around talent reviews, succession planning, performance management, assessments, and career development.
- Drive approaches to develop **high potential** talent and create transparency around internal pools, enabling global **mobility**. Make employee **engagement** a frictionless activity that yields deep insights and effective actions.

CA Technologies, Islandia, NY

April 2006 – October 2017

Vice President, Talent Development (September 2011 – October 2017)

- Lead the Talent Development CoE to create, align, and execute a **global talent strategy** that develops **leaders at all levels**, enabling the organization to achieve its financial goals. Redesigned and transformed the function, building an extended, matrixed, and global team of 30+ professionals who partner with the Business and HR to develop and implement solutions to **grow talent** and **foster a collaborative and innovative culture**. Created **D&I strategy** and first formal role. Serve as **executive coach** to leaders, including high potentials, C-suite executives, and President. Implemented **Agile** in Talent Development function and supported the Agile implementation across the organization.
- Provide thought leadership, innovation, and direction for global talent management processes including performance acceleration, employee engagement, talent and succession planning, and **management and leadership development**. Provide talent analytics and insights for monthly, quarterly, and annual **CEO Scorecard** and **Board** reporting. Act as a strategic advisor to CHRO on the structure and **strategy** of our global HR function. Advised HRBP community regarding Workforce Plans and Reductions in Force. Assisted CHRO with last **CEO search** (2011). Developed and presented talent strategy, scorecard, and succession to **Board of Directors**.
- Align talent strategy with ongoing business and culture transformation initiatives, including recruiting, onboarding, Mission/DNA, and **Employer of Choice** strategies. Created, aligned, and integrated **Inclusion & Diversity** strategy to drive innovation and business growth. Co-designed first **Women's Leadership Forum**.

CA Technologies, Islandia, NY

Vice President, HR Business Partner, Corporate Groups/Vice President, Global Learning (April 2006 – September 2011)

- In a hybrid role that initially reported to the business, and then to the CLO and CHRO, partner with the CFO, Corporate Controller, and CEO on **culture and leadership transformation**, in accordance with SEC **Deferred Prosecution Agreement** (DPA) and SEC Independent Examiner (April 2006 – April 2008).
- Trusted HR Business Partner to CFO and Finance Leadership Team during transition, creating and executing **human capital strategies** focused on org design, process improvement, employee productivity, engagement, recognition & rewards/comp, communications, and learning & development. Trusted HR Business Partner to corporate C-suite (Finance, Administration, Legal, HR, Learning, IT, and Operations).
- In a dual report to the CLO and CHRO, lead a global team of 25 professionals to design and deliver highly engaging and effective **management** and individual contributor training for a global audience of 14,000 to enable the **attraction and retention of top talent**, sustain a **performance-based culture**, and drive integrity, trustworthiness and high ethical standards. Manage global annual business practices & compliance, ethics and IT Security training for 14,000 employees. Designed the talent acquisition strategy, overall program design, and training & development plan for CA's first Finance Job Rotation Program.
- Partner with CHRO, VP of TM/OD, CFO, CAO, and other senior executives to drive **culture change** and employee **engagement**. Partner with CHRO and VP of TM/OD to create the **Talent Management Framework** from recruitment through leadership development and succession. Develop **leadership bench strength** through the design and implementation of **competency models**, mentoring, **career pathing**, strategic **talent reviews**, role-based **curriculum paths**, and behavioral **interview guides**.
- Oversee the design, development, coordination, and implementation of all corporate new hire orientation and **acquisition on-boarding** content and processes. Supported the acquisition of nearly **50 companies** over 12 years.
- Member of org-wide **Job Architecture Redesign** steering committee and lead for Global Learning. Developed and implemented corporate strategy, ensuring the alignment and effective communication of new job families, titles, and compensation ranges for 14,000 global employees.

JPMorgan Chase, New York, NY

August 1993 – April 2006

Vice President, Human Resources, Leadership & Organizational Development [April 2004 – April 2006]

- Designed and delivered customized and corporate-wide **culture change** initiatives that advanced the firm's **talent management** and **diversity** agenda; co-led the design and implementation of the highly visible and successful 2005 Women's Conference, in which 400 of the firm's top-talent focused on **recruiting and retaining high potential** women.
- Led benchmarking strategy to facilitate knowledge sharing and implementation of **best practices** in the areas of inclusion & diversity and **employee engagement**.
- Managed merger communications for HR during JPMorgan Chase and Bank One merger; partnered with **Employee Relations** to research and respond sensitively and directly to a broad range of employee questions and **ER issues** related to **HR policy changes**. Advised HR colleagues, employee networking groups, and senior management regarding effective strategies to promote and communicate women's and diversity initiatives.
- [YWCA NY Academy of Women Leaders](#) Nominee, 2004 and 2005

JPMorgan Chase Retail Financial Services, Leadership Development

Vice President, Leadership Development Manager [February 2001 – April 2004]

- Drove the strategy, training, systems, and **talent management** processes for the Retail Bank (40,000 employees), including performance management, talent review and succession, 360-degree feedback, and executive coaching, improving Retail's ability to **identify and maximize the potential of emerging leaders**. Provided direction and support to **HR Business Partners**, from needs analysis to implementation, within each of the five lines of business.
- Managed initiatives to **source and select high potential candidates for mobility and development opportunities** that built skills and competencies of leaders throughout the organization, and helped Retail **build a pipeline of talent**, including women and people of color. Received the JPMorgan Chase **HR Diversity Champion** Award in 2003.
- Led the change effort to re-align Retail's **performance management and compensation processes** to a **relative distribution** and **pay-for-performance model**, enabling the business to achieve its financial goals.

JPMorgan Chase Retail Financial Services, Consumer Bank Development

Assistant Vice President, Learning & Development Manager [January 2000 – February 2001]

- Managed **technology-based learning solutions** for Retail markets, including the creation of a web-based new hire orientation program that accelerated the on-boarding process and better oriented new hires to the firm's culture and businesses.
- Participated in Retail and firm-wide **strategy to standardize and enhance eLearning** programs. Benchmarked against cutting-edge firms and leveraged think tank research and methodology. Developed eLearning standards for Retail, which were leveraged and implemented firm wide.

JPMorgan Chase Retail Financial Services, Call Center Learning & Development

Assistant Vice President, Learning & Development Manager [May 1997 – January 2000]

- Managed the daily **learning and development** needs of Online Banking/Email and Specialized Queues, including the design and development of all curricula. Managed all technology-based learning solutions for the Jericho and Houston Call Centers. Managed a local staff of 5 facilitators/curriculum developers.
- Partnered with L&D and Client Managers to develop and implement **employee curriculum maps** that increased knowledge and skills and improved overall performance of employees throughout the business.
- Participated in the development and implementation of Customer Satisfaction and Quality programs, which resulted in increased customer service scores and the call center's ability to meet and exceed Service Level Agreements regarding call length and quality.
- Managed the development and implementation of a formal **Measurement & Evaluation** process which improved the effectiveness of the Jericho and Houston Call Centers' instructor-led and eLearning training programs.

JPMorgan Chase Retail Financial Services, Service Delivery Management

Assistant Treasurer, Training Specialist [August 1995 – May 1997]

- Designed and developed all learning programs, online tools, and materials for operational helpdesk of 100+ supporting a 400+ branch network, including a custom 4-week New Hire/Onboarding Program.
- Organized, promoted, and managed a Development Resource Center, which provided almost 500 employees with access to resources and materials that increased learning, developed skill, improved overall performance, and increased internal mobility.
- Designed and managed the Quality Assurance call monitoring and evaluation process for all helpdesk staff, which contributed to the helpdesk's ability to meet and exceed Service Level Agreements and customer service measures.

EDUCATION AND CERTIFICATIONS

Columbia University, NY, Master of Arts, Social-Organizational Psychology, Executive Masters in Change Leadership

Hofstra University, NY, Bachelor of Arts in English, specialization in American Literature

- **Advanced Concepts in Executive Compensation**, World at Work, May 2023
- **i4cp (The Institute for Corporate Productivity)**, Up Next CHRO Development Program, 2021
- **Columbia Coaching Certification, Level II**, Columbia University Teachers College, May 2016
- **NBI Certified Practitioner**, Global Insights Consulting, March 2016
- **SHRM-SCP (Senior Certified Professional)**, SHRM, December 2015
- **MBTI Certified Practitioner**, CPP, December 2013
- **Hogan Leadership Assessments**, December 2012
- **DiSC, DiSC TTI**, Corporate Sales Coaches, LLC, November 2012
- **HCS (Human Capital Strategist – Workforce Planning/Organization Design)**, Human Capital Institute, May 2011
- **SPHR (Senior Professional in Human Resources)**, HR Certification Institute, May 2006

PROFESSIONAL ASSOCIATIONS, BOARD PARTICIPATION, AND AWARDS

- **Betterworks [HR Advisory Council](#)**, Appointed June 2023
- **Forbes [Human Resources Council](#)**, Official Member, May 2023 – Present
- **Perceptyx, [25 Healthcare HR Leaders to Follow](#)** in 2022
- **[AFFCNY](#), Board of Directors**, October 2021 – October 2022
- **CHIEF**, Member, June 2021 - Present
- **The Lower Eastside Girls Club of New York**, Mentor, January 2021 – July 2021
- **Tiffany & Co. Latinx Employee Resource Group**, NY/NJ Chapter Co-Lead, March 2019 – March 2021
- **[ATD BEST Award](#), CA Technologies**, Vice President, Talent Development, 2016
- **Gartner (formerly CEB - Corporate Executive Board), Talent Management Advisory Board**, Appointed June 2013
- **Executive Networks**, Global CHRO/Global Talent Innovation Networks, 2007 – 2022
- **[ParentChild +](#), Board of Directors**, 2005-2007, 2008-2010, **Compensation Committee Chair**, 2005 - 2007
- **Society for Human Resource Management (SHRM)**, 2005 - Present
- **JPMorgan Chase Women's Network**, Steering Committee; **NFP/Board Subcommittee Chair**, 2005 – 2006
- **Association for Talent Development (ATD)**, formerly known as ASTD, 1996 – Present
- View additional awards at: <https://www.linkedin.com/in/tracydodd/>