

# CHRIS A. SIERRA, SHRM(SCP), SPHR, CCP, CBP

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## LEADERSHIP PROFILE

A highly accomplished human resources leader with extensive experience in all functions of the profession both as an individual contributor and people leader. A results-driven and dedicated business partner focused on developing and aligning HR strategy to drive organizational objectives. A passionate advocate of positive people practices and development to support a purpose-driven and enviable company culture. Collaborative relationship builder achieved through a mastery of effective listening, thoughtfulness, and objective counsel.

## AREAS OF KNOWLEDGE AND EXPERTISE

Employee Engagement  
Total Rewards & Wellness

Diversity & Inclusion  
Organizational Development & Training

Performance Management  
Talent Metrics & Analytics

## MAJOR WORK EXPERIENCE & ACCOMPLISHMENTS

**PSCU** – *The nation's leading Credit Union Services Organization in the payments industry. An 1800 employee operation providing credit, debit & prepaid card services and electronic & mobile banking solutions.*

Phoenix, AZ, 2002 - 2016

### **Vice President, Talent Initiatives, 2016**

- Developed organizational wide employee value proposition and strategic workforce planning blueprints
- Mapped out current state of business and researched company best practices and models for business case development.
- Proposed options for organizational-wide definitions, executive sponsorship, and short/long-term execution plans.

### **Vice President, Talent Acquisition, 2014-2016**

- Drove strategic and operational aspects of recruiting, employment branding, and community outreach. Team established PSCU as premier supporter of WITI (Women in Technology) events.
- Coached and developed talent acquisition team. Overhauled and integrated a new sourcing infrastructure and introduced new talent acquisition processes to identify passive quality candidates in key markets. Reduced external hires through staffing agencies by 50% within 12 months, resulting in reduced cost-per-hire expenses averaging 20%.
- Guided direct reports in the successful development of the business case approved to implement a new ATS system (Workday Recruiting).
- Appointed board director of David J. Serlo Employee Hardship Foundation, PSCU's 501(c)(3) nonprofit corporation that raised funds to provide 185 employees grants totaling \$336K to cover unforeseen financial hardship expenses since 2009.

### **Vice President, Human Resources Strategy, 2013-2014**

- Strengthened human resources influence and impact through championing HR Business Partners as assigned talent advisors to the organization's SVPs and their respective teams.
- Oversaw centers of excellence (COEs) and lead the program directors/managers of total rewards, employee engagement, talent acquisition, and HRIS/Payroll in developing employee and leadership program strategy to drive and support the company's new 10 year roadmap to become the "Technology Powerhouse" for the Credit Union industry.
- Guided direct reports in the successful development of the business case approved to implement a new HRIS system (Workday.)

### **Director, Human Resources Programs, 2013**

- Led the company's centers of excellence (COEs) team to develop and design company-wide strategies related to employee engagement, diversity and inclusion, talent acquisition, total rewards and wellness, organizational development, payroll, and HRIS.
- Oversaw the development of "Inclusion Means Everyone," the company's official branding and formal introduction to Diversity and Inclusion awareness and best practices.
- Selected as a high-potential employee to participate in company's 18-month HIPO development program for proven high-performing talent who aspire to rise and be effective in more responsible and senior/executive roles.

**Director, Human Resources, 2007-2013**

- Oversaw human resources teams in the development and execution of employee relations, recruitment, retention, compensation and benefits, training and development, and employee engagement initiatives for 3 locations.
- Facilitated PSCU culture integration, introduced company policies & practices, and assumed leadership for the HR team of acquired businesses in Auburn Hills and Southgate Michigan.
- Served as primary liaison to corporate for business continuation planning, risk management, security, and facility operations.

**Manager, Employee Relations and Recruiting, 2002-2007**

- Built HR infrastructure and team to support newly established western services call center and service center in Phoenix, Arizona.
- Led development and execution of positive employee relations practices, recruitment, retention, compensation and benefits administration, training and development, organizational development, and employee engagement initiatives.
- Achieved aggressive staffing goals resulting in overall site growth starting from 40 FTEs to 600+ while maintaining attrition rates below industry average through multiple retention initiatives.
- Developed and established company's employment brand and market presence, resulting in 20% increase in applicant flow. Recognized as a key contributor to Junior Achievement's award winning program "You're Hired!" for 5 years.
- Drove continuous positive employee relations initiatives and programs resulting in an above industry first year employee engagement score of 66% that increased to 71% in subsequent years.

**ADDITIONAL WORK EXPERIENCE AND ACCOMPLISHMENTS**

**AOL**, Tucson, Arizona, **Senior Human Resources Manager**, 1999-2002. Led human resources team in development and execution of employee relations, recruitment, retention, and employee satisfaction initiatives for the company's call center and application development operation of 600 FTEs that grew to 1100+ FTE's in 3 years. Provided ongoing management development and implemented programs resulting in the highest employee engagement score of five operations throughout the nation.

**MCI**, Albuquerque, New Mexico, **Senior Human Resources Generalist**, 1997-1999. Delivered human resources support for site's international and network business operations. Provided guidance to management, ensuring appropriate application of policies and procedures. Investigated and resolved employee relations concerns and open-door escalations. Selected as corporate liaison and local POC for the Office of Federal Contract Compliance Programs (OFCCP) audit, resulting in full compliance designation for Albuquerque operation.

**UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER**, Albuquerque, New Mexico, **Employment Coordinator/Recruiter/HR Representative**, 1994-1997. Recruited support staff for patient and non-patient care operations for a 3,000-FTE County Hospital and Level 1 Trauma Center. Ensured adherence and achieved goals established in affirmative action plans and joint commission on accreditation of healthcare organization requirements. Served as hospital advisor in application and interpretation of company policies and union contracts.

**PROFESSIONAL AFFILIATIONS/MEMBERSHIPS & VOLUNTEER WORK**

**Arizona HR Executive Forum** (Board Member/Co-chair of programs), **SHRM of Greater Phoenix** (Board Director Workforce Readiness Liaison: 2008-2015), **Society of Human Resources Management (SHRM)**, **World at Work**, **Organizational Development Network**, **Arizona Organizational Development Network**, **Arizona Total Rewards Association**, **Junior Achievement** (Founding steering committee member and internship program developer for the nationally recognized "JA You're Hired! Workplace Skills Challenge and Internship Program." **Centurion Military Alliance** (Preparing actively transitioning military members for career opportunities.)

**EDUCATION AND CERTIFICATIONS**

UNIVERSITY OF NEW MEXICO, Albuquerque, New Mexico  
**Bachelor's Degree, Business Administration, Human Resource Management**

Senior Professional in Human Resources (SPHR)- **HRCI**, Senior Certified Professional (SHRM-SCP) - **SHRM**, Certified Compensation Professional (CCP), Certified Benefits Professional (CPB), and Certified Global Remuneration Professional (GRP) - **World at Work**.