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EXECUTIVE SUMMARY

Highly respected Chief Administrative Officer, Human Resources executive and business leader. Expert builder of high-performing executive and middle management teams adept at utilizing enthusiastic, thoughtful and visionary leadership, with high level of emotional intelligence. Ability to engage and influence Board of Directors/executives in driving strategic discussions that deliver a comprehensive corporate, business line, and human capital strategy for a fast-growing entrepreneurial organization. Successfully leads operational excellence, culture change and transformation via dynamic communications and collaboration, uplifting organizational effectiveness, engagement and business results.

PROFESSIONAL COMPETENCIES

- CAO/Corporate Officer/HR Executive
- Strategic Operational Leadership
- Organizational Design/Effectiveness
- Trusted Advisor/Coach to CEO/Exec Team
- Leader Development/Succession Planning
- Dynamic Organizational Communicator
- Strategic Planning & Execution
- Drive Culture Change/Transformation
- Tireless Customer Satisfaction Focus
- Board Relations & Governance
- High Performance Org/Engagement
- Public Affairs/Legislative/CSR Leader

SELECTED ACCOMPLISHMENTS

- Developed/drove three-year balanced scorecard strategic plan; collaborated with business line owners in Insurance, Emergency Road Service, Club Owned Repair, Travel, Financial Services, and Marketing on SWOT analyses.
 - Presented corporate and business line strategy to the board; facilitated development/prioritization of mission critical corporate initiatives aligned with business resources, and cascaded through the organization in management, team member goals.
 - Final board approved plan resulted in improved goal attainment and revenue growth of 7.4% in FY15 and 6.4% in FY16.
- Collaborated with CEO and executive team, and with Board support championed and facilitated revising business mission, vision and values to better reflect the club's maturation as a fast-growing entrepreneurial organization.
 - High Potential cross functional team authored four core values and associated behaviors for exec team and Board approval.
 - Became building block of core competencies that evolved into employee/leader development programs, contributing to engagement increase of 81% in 2013 to 91% in 2014. Attained highest leader engagement levels through 2016.
- Drove organizational change via new sustainable leadership calibration process. Revised mission-critical competencies, implemented 360° assessments for baselines, and built strong succession/development plans for 60-member leadership team.
 - Identified hi-potential leaders in middle management and targeted specific developmental opportunities resulting in three of current 13-member executive team promoted from within. Elevated engagement to "high performing organization" norms.
- Faced with increasing pension liability and lack of perceived value, as Chair of Retirement Committee led assessment of plan and made recommendation to committee and board to freeze plan to new entrants and change plan design slowing plan liability growth, and reducing present value of accumulated benefits in 2016 to those of 2013 levels.
- As Health and Welfare Plan Administrator, led project team including insurance broker, HR and FP&A management to pursue self-funded model to offset mounting health insurance costs.
 - Team evaluated bids, implemented plans, selected administrator and stop-loss coverage limiting premium increases and plan coverage changes with annual savings of \$4.7M over five years while reducing employee premiums two of five years.
- Tasked by board compensation committee to revise both CEO and board performance assessments. Collaborated with leading executive compensation/governance consultant, redesigned CEO performance evaluation including competencies, performance statements and scale. Streamlined board evaluation scoring to encourage sharing of valuable individual comments.

EXPERIENCE

AAA ARIZONA, INC., Phoenix, Arizona

2000-Present

\$125M auto club with 800+ employees providing membership, roadside assistance, insurance, travel, auto repair and financial services to more than 925,000 members throughout Arizona.

Chief Administrative Officer

2014-Present

Reporting to the President and CEO as corporate officer led development of organization strategy and corporate initiatives, board liaison on executive and board performance and compensation, organization development/effectiveness, and employee engagement. Strategic functional leader for seven Directors/Managers and a staff of 35+ in human resources, learning and development, public affairs, communications, facilities and loss control supporting \$125M business with 800+ employees.

- Advocated for merger to create large, regional auto club with \$800M revenue serving 5.6 million members, streamlining governance/costs. Co-led AAA Arizona's due diligence and contract negotiation including achievement of key deal points (Arizona-based call center, guarantee of pension benefit for fixed period) and review of financial/HR/legal matters.
 - As primary communicator with Arizona board on HR matters, kept them apprised of progress, critical issues and decision points resulting in deal approval on-schedule effective June 1, 2016.

Chief Administrative Officer (Cont'd)

- Tasked by CEO and board to develop new annual incentive plan to elevate leadership performance. Collaborated with consultant and executive team to create plan funded by attainment of corporate goals, with additional awards for “above target” performance on personal goals. Contributed to exceptional results - from 2008 thru 2016, revenue grew 56%; membership grew 17%.

Vice President, Human Resources, Communications and Administration 2005-2014

Reporting to CEO as Executive Leader and Corporate Officer led strategy for human resources (\$50M comp and \$6.3M benefits budget), organization development/effectiveness, public affairs, communications, facilities and environmental health and safety.

- Led actions in response to employee engagement survey for improved communication and career development. Collaborated with leaders on coaching, stronger 2-way communication. Implemented annual career discussion as part of performance evaluation.
 - Survey participation rose from 92% to 97% and engagement improved from 81% to 91% in 18 months, attaining levels of national “high-performing organization” norms per Towers Watson’s data.
- Tasked by CEO to improve club’s position as authority/champion of traffic safety and standing in the community; expanded Public Affairs scope to traffic safety legislation, and developed Corporate Social Responsibility (CSR) program/strategy, including addition of 24 hours of Paid Volunteer time in 2011.
 - Lobbied for passage of Graduated Drivers License in 2007, Move Over Law in 2010, and Booster Seat in 2012; recently worked on expansion of GDL to include total device ban for novice drivers; 3,125 hours of PVT utilized in 2016.
- Led human resource efforts to outsource emergency road service (ERS) call center to third party, implementing extensive training and quality control programs to ensure successful transition. Significantly improved ERS quality from 88.3% to 90.4% “top box” member satisfaction - top quartile of clubs nationally.
- Implemented transformational sales skills program for insurance agents to reverse negative trend of insurance premium growth, increasing agency premium 31% since launch of program in 2013. Program subsequently rolled out to travel agents in 2016, raising travel revenue annual growth 9.8%.
- Led cross-functional team to select new corporate headquarters location, create space and project manage move of 200 employees to new 56,000 square foot facility. Assessed commute patterns, prioritized desired locations, and oversaw design/construction and communication plan resulting in 2012 move on-time, under budget with no attrition.

Director of Human Resources 2000-2005

Reporting to CFO as executive team member, led team of 15 in developing strategy for total rewards, talent acquisition, org development/learning, employee relations and HRIS. Created annual budgets/objectives supporting operational and strategic goals.

- Collaborated with VP Automotive on OD/OE, processes, systems related to new positions, on-boarding, and compensation/incentive plans for new auto repair business and club-owned towing fleet. In five years, revenue from auto repair grew 71%, to 2nd highest business line revenue. Fleet handled half of all service calls with 5 point quality differential between fleet and contractors.
- Created internal communications function, including launch of intranet via cross-functional project steering committee and development of power users group tasked with expanding functionality of sites for individual departments/business lines, resulting in adoption as critical business tool in both communications and document repository.

MICROAGE, INC., Tempe, Arizona**1996-2000**

\$5Billion Global Fortune 500 technology solutions organization, providing customized systems integration of value-added solutions.

Director of Human Resources

Managed all aspects of HR for two divisions including management training, employee relations, recruiting initiatives, investigation/response to EEOC filings, benefits and compensation, and performance management. Provided tactical HR support for acquisitions ensuring smooth transition of associates into culture. After Chapter 11 filing, participated in Company restructuring.

EDUCATION**Master of Business Administration**

W.P. Carey School of Business – Executive Program, Arizona State University, Tempe, AZ

B.S., Business Management – Textile Marketing

University of Maryland, College Park, MD

BOARD SERVICE AND RECOGNITION

Dress for Success, Phoenix Chapter, Board President (Member since 2013)

The Phoenix Leadership Award, Public Relations Society of America, Phoenix Chapter, 2016

Who’s Who in Business, Top 50 Highest-Ranking Women in AZ Business, Arizona Republic, 2010 - 2014