

## WILL J. FRANKS, JR., MBA, SPHR, SHRM-SCP, CCP

Gilbert (Phoenix), AZ

[www.linkedin.com/in/will-franks](http://www.linkedin.com/in/will-franks)

[wjf108s@hotmail.com](mailto:wjf108s@hotmail.com)

(480) 272-5212

### SUMMARY

Trusted, enthusiastic, agile, results oriented Executive HR leader with 15 years of experience across different industries. Strong record of success in strategy development, design, implementation and administration. Experienced in corporate best practices for organizational change, leadership development, talent acquisition, total rewards programs, performance management and HRIS. Strong innovative problem-solver, enthusiastic visionary leader who effectively partners across all levels of the organization to maximize talent, improve efficiency, strengthen operations and facilitate smart organizational growth.

### PROFESSIONAL COMPETENCIES

- Business Leader/HR Strategy & Design
- Compensation Programs & Design
- Benefits Design & Administration
- Talent Acquisition/Talent Development
- Executive/Leadership/Cross-Functional Teaming
- Culture & HR Transformation/Alignment
- Relationship Management/Exceptional Communicator
- Employee Relations & HR Law/Regulations
- Executive/Leadership Development
- Staff Engagement/Retention
- Succession/Workforce Planning
- HRIS Systems/ Implementation

### ACCOMPLISHMENTS

#### AAA ARIZONA, Phoenix, AZ

2015 – Present

##### Director of Human Resources (Reported to the Chief Administrative Officer)

Led all HR strategy, as executive team member, for total rewards, talent acquisition, organizational development/learning, employee relations and HRIS. Transformed department to maximize talent, improve efficiency/profitability for over 750 employees and annual revenue of \$117M multi-industry organization. Managed \$10M HR budget, \$62M total rewards and led a team of up to 19 staff.

- Championed, developed, implemented leadership training and development architecture to provide leadership roadmap framework, focused on competency-based, whole person traditional and non-traditional development methodologies and processes. All executive and mid-level leaders in the organization participated in the program which led to a major cultural shift.
- Enhanced the organization's people strategy to attract and retain staff by developing and implementing total rewards programs that increased our employee benefit offerings, enhancing the wellness programs (38% increase in preventive visits) while reducing pharmacy cost by 13% and the overall benefits spend by 8%.
- Led a talent acquisition initiative that supported the organization's strategy to foster a diverse and inclusive culture through creating a source recruiting program that increased our diversity applicant pool by 12% year over year.
- Partnered with senior Leadership to assess, recommend, and develop key selection/workforce planning, commission/incentive programs, training, and change management programs shifting culture from transactional to a sales/customer service environment.
  - Increased sales 10% and staffing 25%, with a 37% turnover reduction.
- Expanded the talent pool for hard to fill positions in the automotive industry through partnering with leaders to develop an on the job mentoring program, which led to career opportunities for staff and a 30% increase in store profit.

#### BANNER HEALTH/UNIVERSITY OF ARIZONA HEALTH NETWORK, Tucson, AZ

2008 – 2015

##### Human Resources Manager (Reported to the CHRO)

2011-2015

Designed and directed total rewards, goal setting, performance management, employee engagement strategy and strategic HR business partner for divisional leaders. Oversight for maintenance/upgrade of related HRIS application systems with 7,400 active employees and annual revenue of \$1.1B. Managed a team of up to six staff.

- Led dramatic turnaround of critical nursing shortage and attrition (up nearly 50% from previous year) that negatively impacted patient care and satisfaction. Analyzed attrition, hiring practices, market competitiveness, nurse engagement, and developed/executed improvement plans that reduced attrition 10%, with 20% revenue growth.
  - Introduced leadership training that improved communications, coaching and visibility; created nurse career pathing, monetary/nonmonetary awards and professional development opportunities.
  - Developed behavioral assessment and used peer interviewing to determine nurse level for all new hires.
- Partnered with the COO of the Health Plan Division to align performance planning and evaluation with corporate processes. Implemented web-based Goal and Evaluation Management (GEM) system, transforming performance management into integrated/collaborative process, uplifting employee satisfaction and engagement.
  - Within 3-month period, trained 60 mid/senior level leaders on web-based system. Co-Partnered a steering committee to provide guidance/oversight of process transition and reduced employee turnover from 18% to 11%.
- Directed preparation and implementation of the annual organization-wide compensation and performance management programs and budget. Managed the development and administration of the management and staff incentive plans.
- Partnered with executive leadership, and led integration of two separate compensation programs by researching best practices and analyzing market competitiveness; realized \$900K in cost savings, market competitive programs.

- Worked with executive team, and led consolidation of two separate benefits offerings into one integrated post-merger plan. Redesigned health/welfare, 401(k) and retirement plans achieving savings of \$4.0M annually and market competitiveness.
- Selected by executive team to co-lead, with operational VP, development/implementation of process and timeline enabling executive leaders to identify organizational goals by end of fiscal year. Researched trends, historical data and best practices; effectively managed project timeline, actions, and status, ensuring timely board approval of year-end goals.
- Collaborated with the senior leaders of the Health plan division to improve talent acquisition, compensation structures, internal career ladder processes that resulted in reduced time to hire, significantly improved communications, collaboration and the creation of 20 new roles and hiring over 100 new staff in four months.

**Compensation & Benefits Consultant**

2008-2011

Project manager, team leader and internal consultant across all organization levels focusing on change and performance management, HRIS, compensation, and benefits. Took on lead role for day-to-day compensation and benefits including program design, development and administration, and initiatives linked to the HR strategic plan.

- Collaborated with executive team to develop succession planning program assessing high potential leaders and building pipeline.

**MARITZ INC., St. Louis, MO****2007 – 2008****Compensation Consultant**

Internal consultant to management for Forbes Top 500 privately-held company that supports Fortune 1000 companies in understanding, enabling, and motivating employees, partners, and customers. Designed, implemented, administered compensation programs, coached leaders on process, and created tools/processes to identify high potential employees and meet business needs.

- Managed re-design of business to business incentive program, competency model and career path for sector sales team increasing team cohesiveness, motivation, and high potential development; reduced operational costs while building customer loyalty.

**CITY OF ST. LOUIS, St. Louis, MO****2005 – 2007****Sr. Human Resources Generalist**

As business partner for executive team, provided input into strategic planning process and successfully managed compensation, employee relations, performance management, training delivery, management coaching, and organizational development to drive business results.

- Improved performance management system enabling leaders to better coach, lead and conduct ongoing dialogue with employees. Uplifted performance, commitment, and provided employee “line-of sight” in understanding contribution to organization goals.

**RELOCATION REALTORS, St. Louis, MO****2003 – 2005****Associate**

Project manager for clients to enable an efficient home buying and selling process.

**ICF INTERNATIONAL/CALIBER ASSOCIATES/CONSULTING, Leavenworth, KS****2001 – 2003****External Organizational Development Consultant**

Developed recommendations to the Army Chief of Staff on improving leadership for Army personnel by designing/implementing engagement surveys and leadership models for comprehensive assessment of Army culture, training, and leader development. Designed leadership competency model through quantitative/qualitative research that provided a roadmap to assess/develop leaders.

**EDUCATION****Master of Business Administration, Webster University, St. Louis, MO****M.S. in Industrial/Organizational Psychology, Missouri State University, Springfield, MO****B.S. in Psychology with minor in Information Systems, Missouri State University, Springfield, MO****COMPUTER SKILLS**

Microsoft PowerPoint, Excel, Word, Access, Visio, Outlook, Microsoft Project, Google Docs, Ultimate software, SuccessFactors, Workday, Lawson, ADP PC/Payroll Software, Compensation Market pricing software (Market Pay and CompAnalyst), Crystal reports, Visual Basic, Standard Query Language (SQL), Statistical Software (SPSS)

**PROFESSIONAL CERTIFICATIONS**

Senior Professional in Human Resources (SPHR); SHRM Senior Certified Professional (SHRM-SCP); Certified Compensation Professional (CCP); Certified Employee Benefit Specialist (CEBS) – in progress