

Eric W. Johnson, SPHR

(610) 470-3846 | johnson1986@verizon.net

<https://linkedin.com/in/ericwjohanson2> | <http://ericjohnson.c.w>

Hercules, CA

HUMAN RESOURCES EXECUTIVE

Propelling Performance Shaping Strategy Securing Results

Results-Oriented Human Resources Executive – with proven international experience in applying strategic, operational, and HR knowledge to lead and inspire the workforce, shape strategy and policy, and successfully achieve organization vision, mission, and goals. Strong background in executive leadership, human resources, operations, global systems and process management, project management, talent acquisition, strategic development, organizational structure, and process improvement. Experience in the private sector and as a senior US Navy Human Resources Officer in multinational and multicultural environments. Certified Systems Analyst. Senior Professional in Human Resources (SPHR).

CORE COMPETENCIES

Global Talent Acquisition
HR Information Systems
Talent Management

Compliance
Global Systems / Process Management
Performance Management

Executive / Board Relationships
Employee/Labor Relations
Total Rewards Implementation

PROFESSIONAL EXPERIENCE

VICE PRESIDENT, HUMAN RESOURCES

2018 - 2019

Hornblower Groups Inc. | San Francisco, CA

The largest inland waterway service provider in the country. 7 direct reports, 14 indirect reports in support of 2,500 employees. Leads strategic human resource planning and operations to position the organization for a major acquisition/merger and align systems, processes, policies, and procedures to achieve economies of scale.

- ✓ **\$380M acquisition.** Planned and executed all HR aspects of successful a. Merged policies, processes, and systems.
- ✓ **\$780,000 savings** from leading short notice, successful health benefit plan consolidation with HMS Global Maritime.
- ✓ **47,000 job applications generated** in 5-month period, achieved by aligning recruiting systems and leveraging partnerships with LinkedIn and other social media recruiting vendors. Cut job vacancies by 42%.

CHIEF OF STAFF / CHIEF HUMAN RESOURCES OFFICER

2019 - 2018

CVHCare | San Ramon, CA

The largest privately-owned home health agency in Northern California. Reports to the CEO. Plans and leads all human resource, operations, IT, quality, and compliance activities. Program Portfolio Manager. Lead strategist & change agent. 6 direct reports, 21 direct reports supporting 3 Agencies and over 380 clinicians across the state of California.

- **\$350,000 savings achieved** by completely reorganizing staff and operational organizations, eliminating redundant positions; and implementing an effective employee accountability and performance review framework.
- **\$22% drop in workforce attrition in the first quarter** by implementing competitive total compensation and total benefits solutions and launching far reaching and holistic employee engagement and recognition programs.
- **\$650,000 annual grant secured** from the California Employment Training Panel for entry level clinical training.
- **12% workforce growth** by hiring CHRO, Director of Recruiting, and recruiting team. Doubled prior year recruitment.

VICE PRESIDENT, HUMAN RESOURCES

2015 - 2017

PSC Biotech Corporation | Pomona, CA

A global industry leader in life science consulting, quality management software solutions, and drug manufacturing. Led all global HR operations. Developed and executed HR strategies to attract, screen, hire, and retain talent. 7 direct reports, 17 indirect reports supporting over 550 employees in the U.S., Singapore, and Ireland. Strategy and policy leader.

- **\$250,000 labor savings and 42% rise in employee satisfaction** by enacting a paperless human resource, payroll, talent acquisition, and candidate tracking system, reducing time-to-hire and cost-per-hire metrics.
- **\$225,000 annual savings achieved** by implementing a global IT solution for consolidated compensation, leave, and HR budgeting that increased operations efficiency and enabled strategic decision-making and accurate cost tracking.
- **\$175,000 annual savings realized** by reviewing and renegotiating outsourced vendor agreements for employee background checks, exit interviews, health benefits providers, and 401k carrier and training / development services.
- **24% drop in measured workforce attrition and cost reduction attained** by implementing employee-driven, 360-degree performance assessment / review framework, heightening engagement and morale with on-demand feedback.

DIRECTOR, HUMAN RESOURCES

2013 - 2015

Navy Region Midwest, US Naval Station | Great Lakes, IL

Head of human resources for U.S. Navy Midwest regional headquarters with 35 subordinate organizations and 65 business units in 16 states. 17 direct reports, 75 indirect reports supporting 15,000+ uniformed and civilian Navy employees.

- **\$4 million annual savings secured** by reducing program overhead costs 25% and validating 144 vendor contracts for providing base infrastructure support to 35 Navy Reserve centers and three major Navy installations.
- **Disestablished Navy Region Midwest headquarters** - aligned regional operations to 3 other regions. Relocated 140 impacted civilian employees, with 0% loss, while maintaining morale and completing merger early and under budget.
- **\$3.5 million saved** by conducting business case analysis of 2 Personnel Support Detachments and a Transient Personnel Unit, identifying efficiency opportunities and ending redundant non-value system processes.
- **100% accountability** of 88,000 personnel and their families as Crisis Team Chief during 4 real world events.

COMMANDER

2011 - 2013

US Military Entrance Processing Command | North Chicago, IL

Chief Executive of Department of Defense major command tasked to ensure front-end human capital quality standards of 750,000 annual applicants for service in the U.S. Armed Forces. Reported to the U.S. Secretary of Defense. 79 direct reports, 300+ indirect reports in support of 3,000+ personnel at 65 processing stations worldwide. Maintained facility operations for \$1 billion in property, managed \$261 million budget, and facilitated all U.S. military recruitment.

- **\$4 billion - \$6 billion ROI projected** across seven years by migrating all processing to a \$260 million cloud-based, global, virtual interactive processing system, enabling retro capability to mine data from electronic medical records.
- **\$2.5 million annual savings** by restructuring organization into a matrixed / battalion structure, eliminating 4 mid-level staffs, and gaining 15.5% of average daily "floor count" utilization of 65 processing stations capacity.
- **42.9% reduction in post-enlistment attrition** (14%-8%), lowest in USMEPCOM history, by optimizing processes.

DIRECTOR OF OPERATIONS / CHIEF OF STAFF

2009 - 2011

US Navy Recruiting Command | Millington, TN

A global organization recruiting qualified applicants to serve in the US Navy. Led all global recruiting operations. 29 direct reports, 230 indirect reports supporting 5,000+ recruiters at 26 Navy Recruiting Districts. Led all strategic, operations, HR, IT, marketing, advertising, financial, policy, disciplinary, and legal functions. \$800M annual budget.

- **\$5.2 million annual savings achieved** by establishing KPIs for all business processes and realigning operational support to field operations, centralizing support to 28 recruiting sites, and eliminating 42 redundant positions.
- **24% reduction in applicant attrition and application-to-decision time** accomplished by introducing paperless application and processing systems, conducting gap and process analysis, and applying process metrics.
- **Exceeded enlistment goal 4.5% and officer recruiting goal 12.5%**. Achieved all diversity and job specific skills goals for the first time in command history by replacing legacy processes and utilizing social media sourcing.
- **Delivered 4.5% increase in demographic propensity** for Navy service by conducting nation-wide market surveys.

COMMANDING OFFICER

2007 - 2009

Navy Recruiting District | Philadelphia, PA

One of 26 commands with the mission of recruiting eligible applicants for active uniformed service in the U.S. Navy. Led team assigned to 52 recruiting sites across five states to advertise, market, prospect, and recruit for Navy officer and enlisted programs. 23 direct and 250 indirect reports, \$230 million property, and \$2 million operating budget.

- **Garnered the highest command ranking ever** after turning around a failing district to compete for first place of 26, by evaluating leadership, reorganizing personnel, and driving a comprehensive training and qualification program.
- **Achieved 115% of annual recruitment goals**, delivering the most successful year in district history by conducting market analysis, emphasizing training, and aligning recruiting stations to market, modernizing sourcing techniques.
- **Command audit score of 100%**. Zero errors. Higher headquarters inspectors ranked my command as 'best ever'.

SENIOR STAFF AND LIAISON OFFICER

2004 - 2007

Office of the Chief of Naval Operations | Pentagon, Washington, DC

Pentagon office providing command, resource utilization, and operating efficiency for US Navy vessels and shore installations. Informed and influenced Navy workforce, labor hours, personnel, and recruiting resourcing and policy decisions to highest echelons of the U.S. government and military: Congress, Secretary of Defense, Joint Chiefs of Staff.

- **10% staff retention improvement**. Reduced hiring/training costs by creating the US Navy and Navy Reserve HR Officer Community, applying HR certification/qualification standards, and resourcing career incentive packages.
- **95% balanced force established** in every Navy community during a two-year period by initiating an \$80 million enlistment, engagement, and retention bonus program targeted to undermanned job skills and specialties.

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- **Eliminated cross-command conflicts of interest**, consolidated the chain of command, and unified two major budget streams to form the Navy Accessions Command by leading a team to develop the merger plan.

COMMISSIONED NAVAL OFFICER

1986 - 2004

Commanding Officer - Navy Recruiting Area Northeast
Commanding Officer – NOSC, Long Island
Director, Personnel Management
Director, Recruiting Operations
Dept. Head, Recruiting Operations

Recruiter, Officer and Medical Programs
Dept. Head, Engineering, USS CAPE COD
Division Officer, Engineering, USS INDEPENDENCE
Division Officer, Elect. Warfare, USS INDEPENDENCE
Qualified: Surface Warfare, Engineering, Deck Officer

EDUCATION & AFFILIATIONS

MS - Systems Analysis –Naval Postgraduate School, Monterey, CA
BS - Physical Sciences – United States Naval Academy, Annapolis, MD
Society for Human Resource Management (SHRM) • Human Resources Certification Institute