

CLAUDIA J. PAETSCH

SPHR, SHRM-SPC

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OVERVIEW

Strategic senior leader and executive advisor with broad and deep HR expertise to help organizations accelerate business results. Areas of expertise:

- Strategic HR leadership
- Executive business advisor
- Talent management and strategy
- HR data and analytics
- Change leadership
- Total rewards design and administration
- HR laws, policies, and best practices
- Crisis leadership and threat assessment
- Workforce planning
- Organizational design
- Talent acquisition
- Compensation strategy
- Employee engagement
- Leadership and employee development
- Employee and labor relations
- HR systems and technology

PROFESSIONAL EXPERIENCE

MARQUETTE UNIVERSITY

APRIL 2019 -- PRESENT

Vice President, Human Resources

I joined the university at a strategic inflection point of declining enrollment, increasing tuition costs, changing student expectations, and heightened competition from non-traditional sources. Within my first year, COVID sent all students home and classes transitioned to online, creating further business disruption, uncertainty, and challenges. Despite these headwinds, I've led an HR team that successfully pivots to meet the university's evolving needs while adding value in a resource-constrained environment.

- Developed HR's vision, strategy, and operating plan. Reorganized the HR structure to maximize our impact while effectively engaging campus partners to complement and amplify our reach. Increased university engagement and perception of HR while improving our team's morale.
- Modernized the university's total rewards to enhance benefits, adding valued components while streamlining administrative practices and vendors. Improved employee communication and education. Realized significant savings for the university and our employees while expanding breadth of offerings.
- Lead strategic workforce interventions to align resources with key university priorities and in response to the pandemic. Led two reductions in force, implemented an employee furlough, created a voluntary incentivized retirement program, and stood up a cross-functional working team to proactively oversee ongoing hiring. All workforce reduction programs were successfully executed. Implemented a variety of employee support programs (e.g., employee emergency funds; enhanced mental health benefits; on-site vaccinations and testing) as the university transitions from pandemic to endemic operations.
- Serve as the HR business partnership for the Executive Leadership Team (President, Provost, and COO) and the University Leadership Council (deans and vice presidents), providing counsel on a wide array of leadership issues. Currently leading an intervention to identify enterprise leadership behaviors for the ULC that exemplify the university's mission and values.
- Led the redesign of the performance management process and the employee engagement survey process, from the questions to the reporting and analysis to the action planning process. Increased communication and transparency while improving leadership accountability.
- Upgraded HR technology, implementing three critical (and cost effective) systems in under 2.5 years: compensation management, employee relations case management, and digitized HR/personnel records. Serve on the university's ERP steering committee, targeting a 2023 kick-off.
- Sponsoring and overseeing a major redesign and modernization of all aspects of the Marquette staff compensation program.

- Create right-sized policies that effectively guide leaders and employees in their daily work. Our policies have been widely adopted by peer universities, including Marquette's hybrid work policy and COVID temporary alternative work arrangement policy.
- Co-led a campus safety committee and serve as the HR leader of the MU crisis team, COVID HR team, and other strategic ad hoc task forces/committees.
- Oversee the operations of the Marquette University Childcare Center, which employs 22 teachers and serves 90+ children of faculty, staff, and alumni.

NORTHWESTERN MUTUAL

Senior Director, HR Business Partner

Director, HR Business Partner

JANUARY 2001 – APRIL 2019

AUGUST 2018 – APRIL 2019

JUNE 2014 -- AUGUST 2018

- Strategic business partner and advisor to CFO, CAO, and CHRO their leadership teams and workforce (over 1,300 people).
- Led a team of five HR business partners who supported corporate functions including HR, Law, Public Affairs, Communications, Digital Workplace Solutions, Investments, and Corporate Offices.
- Led enterprise-wide reorganizations aligning structures to enable changing business strategies. Managed stakeholders, timelines, communications and change to deliver optimal outcomes for the organization and impacted employees. Recognized as a leader in this capability.
- Designed and implemented an assessment of duplicate/shadow work and organizations, with a goal of improving alignment, streamlining operations, saving money and resources, and removing friction in the system. Delivered over \$10M in savings.
- Led talent strategies that delivered business outcomes, including talent assessment and 9-box reviews, succession planning, performance management, diversity and inclusion, employee value proposition, leadership development, compensation processes, and executive coaching.
- Created strategic workforce plans leveraging workforce and financial data to inform business decisions.
- Led employee engagement activities, including employee survey (Gallup, eNPS, Organizational Health) planning and execution, data analysis, communication and focus groups, and impact planning. With leaders, successfully turned around departments/divisions with the lowest employee engagement scores.
- Co-led the redesign of HR's delivery model and departmental structure across locations (Milwaukee, New York, and Phoenix) to streamline services while increasing team collaboration and performance.

Director, Shared Consulting and Employee Relations

JANUARY 2012 – JUNE 2014

- Successfully started-up and led a new HR generalist group (12 employees), which provided HR consulting services across the company, including leader coaching and support, talent management, compensation, frontline employee relations, performance management, and engagement consulting.
- Chief company labor negotiator for three bargaining cycles, successfully accomplishing all of the company's objectives while minimizing business disruptions.
- Revamped major HR processes and systems to be compliant with SEC and FNRA regulations while improving leader and employee experience.
- Co-led the company's threat assessment team and led of the company's HR crisis management team. Worked with partners in legal, security, EAP, and law enforcement to predict, mitigate, and manage workforce risk.
- Created and modernized HR policies on a wide variety of topics, including social media, workforce safety, performance separations, etc.
- Oversight of the company's EEO office which successfully defended our company against claims.

Director, Talent Acquisition and Health Services

APRIL 2008 – JANUARY 2012

- Led the talent acquisition team (14 employees), which provided full-cycle consultation and services to the organization. Identified and implemented process efficiencies and increased both team effectiveness and engagement.
- Led employee health services (6 employees), which included oversight and administration of the company's leave management programs (FMLA and employee disability plans), as well as oversight of on-site health clinics, medical staff, and fitness facilities.
- Designed and implemented an alternative duty program that accelerated return-to-work following leaves of absence. Increased case management to improve leave outcomes.
- Participated in the design and assessment of benefit and wellness programs to drive increased employee accountability while improving health outcomes. Recognized with the Well City Gold award.

Human Resources Consultant

JANUARY 2001 -- APRIL 2008

- As a business ally and trusted advisor, provided guidance to leaders and workforce members on human resources practices, interventions, and challenges.
- Successfully counseled business leaders and partners on employee and labor relations matters. Diagnosed needs and led interventions, including leader, team, and individual performance counseling, investigations, training, and organization design changes.
- Led all phases of talent acquisition process, hiring top-quality candidates for all divisions. Developed our first talent acquisition dashboard for our selection processes, sources, costs, and overall effectiveness.

AURORA HEALTH CARE

AUGUST 1996 – JANUARY 2001

Senior Employment Specialist

APRIL 1997 – JANUARY 2001

Employment Specialist

AUGUST 1996 – APRIL 1997

- Recruited and selected all levels of employees, including clinical, technical, and leadership staff. Led a team of recruiters and coordinators and managed their workflow and performance.
- Led department's quality team tasked with identifying and addressing process improvement opportunities impacting the candidate experience.
- Developed and implemented enterprise-wide policies and practices to comply with a new state-mandated pre-employment criminal background checks for caregivers.

VOLUNTEER AND COMMUNITY ACTIVITIES

HRLx CHRO Advisory Council (member)

Volunteered in and led multiple leadership teams to volunteer for Ronald McDonald House, Hunger Task Force, Feeding America, and Diverse and Resilient.

EDUCATION, CERTIFICATIONS, AND PROFESSIONAL AFFILIATIONS

Bachelor of Arts
University of Wisconsin-Milwaukee

Master of Arts
University of Wisconsin-Milwaukee

Certifications

Senior Professional, HR (SPHR)
DDI Targeted Selection Administrator
Lominger Career, Team, and Interview Architect
PROSCI Change Management

Professional Affiliations

Society for HR Management
Institute for Women's Leadership
Big East CHRO Council
AJCU HR Leadership Council