

# Tracy H. Pleasants, GPHR, MA

---

## PROFESSIONAL SUMMARY

Human Resources Professional who speaks the language of business. Leverages over 20 years of global strategic and tactical leadership experience across multiple industries, including: healthcare, manufacturing, higher education, non-profit, telecommunications, retail, as well as multiple functions. Possesses an innate ability to achieve performance driven, customer driven and market driven results while fostering collaboration and challenging stakeholders constructively. Considered a trusted advisor and confidant to senior leaders; a true business partner who can effectively integrate human capital with business success.

- **Positions Human Resources as a value-add.** Quickly assesses situations, proposes solutions, builds teams, organizes actions, and creates profit and/or efficiency with each projects conclusion. Directs the work to realize the greatest impact on business results.
- **Champions core management activities which surpass typical HR functions.** Delivers numerous, innovative organizational and people development initiatives to support business objectives.
- **Leads with confidence while promoting collaboration and growth.** Combines diverse experiences, formal training and solid judgment to move people and organizations forward.

---

## PROFESSIONAL EXPERIENCE

### TENNESSEE STATE UNIVERSITY

#### Director, Supply Chain Management (SCM) Program/Adjunct Professor – Nashville, TN

2015 - Present

Serve as the liaison between the SCM program and Corporate Industry partners. Responsible for recruiting corporate partners, raising scholarship money, securing internships and recruiting students for the program. Additional responsibilities include teaching Business Communications with specific emphasis on the mechanics of writing, critical thinking and analytical skills that focus on report organization, presentations, problem solving and argument building. This course uses Human Resource Management as a key discipline to explore business writing concepts.

- \$350,000 in scholarship money raised in two years through support from corporate industry partners
- SCM program student enrollment increased from 56 students to 138 in two years
- More than 35 Summer internships secured in two years

### ACE HOME HEALTHCARE

2011 – 2015

#### Director/Consultant – Human Resources –Huntsville, AL

Led Human Resources for this veteran-owned regional home health organization. Developed the human capital infrastructure to support forecasted growth and expansion. Align Human Resources strategies, policies, processes and services with corporate current and long-term business objectives.

- Provided leadership for realignment of workforce due to a 35% growth in patient referrals within 90 days. This included targeted recruiting and directed PRN scheduling to ensure flexibility in workforce capacity.
- Leadership for the establishment of hourly and salaried workforce compensation and benefits programs.
- Initiated performance management system in preparation for future pay for performance strategy.

### CUMMINS, INC.

2000 – 2010

#### Director – Global Human Resources Cummins Filtration Aftermarket - Nashville, TN

2008 -2010

Led the Human Resources function for a \$700M organization with 2000+ employees with operations throughout the United States, Europe, South America, Mexico, Asia Pacific and the Middle East. Aligned Human Resources strategies, policies, processes and services with corporate and business unit's current and long-term global objectives.

- Designed and implemented the business unit's Global Sales Development Program which resulted in a 20% increase in the global sales force through internal recruiting and talent redeployment.
- Established Retirement step-down program which resulted in effective and efficient knowledge transfer throughout the Aftermarket organization while bridging the gap from employment to retirement. This resulted in the Aftermarket organization having the required human capital to reach the 30% global sales growth target.

- Led the Individual Employee Development Plan (IDP) improvement process using 6-sigma methodology which resulted in quality IDPs from 40% to 88% in a one year cycle.

**Director - Global Human Resources Cummins Emission Solutions (CES) – Nashville, TN**

**2005-2008**

Led Human Resources function for \$450M business unit with 1500+ employees in China, India, Europe, South Africa, Brazil, Mexico and the United States. Aligned Human Resources strategies, policies, processes and services with corporate and business unit's current and long-term global objectives. Also responsible for CES organizational development and effectiveness strategies, change management initiatives, and reporting and stewardship of Human Resources financials.

- Provided global leadership for realignment of workforce after 30% reduction in revenue while maintaining morale and retaining high-potential, high-performing employees. Supported the business as it emerged to be the fastest growing business unit within Cummins (sales from \$150M to \$450M in one year).
- Leadership for the establishment of hourly workforce compensation and performance management infrastructure for San Luis Potosi, Mexico; Sao Paulo, Brazil and Pretoria, South Africa; with a focus on pay for performance and skill acquisition.

**Director – Human Resources Cummins Filtration Support Organizations – Nashville, TN**

**2003 – 2005**

Led Human Resources function for Cummins Filtration business unit's global support organizations including: Engineering, IT, Supply Chain, Finance, Marketing, Sales, Operations and Human Resources.

- Led global talent management strategy which resulted in expanding the global talent base by 30% through talent acquisition and talent redeployment.
- Led employee satisfaction improvement efforts by developing targeted Right Environment strategies. Resulting in employee satisfaction improvement from 58% to 90% in two years.

**Human Resources Manager – Cummins Reconditioning Plant and Distribution Center – Memphis, TN**

**2000 - 2003**

Led Human Resources function for a 400+ employee unionized plant and 200+ employee non-union Distribution Center within the Cummins Engine Business Unit. Aligned the Human Resources strategy with the Engine Business Unit's and each entities short-term and long-term organizational objectives. Developed targeted Right Environment strategies designed to encourage a fully engaged workforce.

- Increased retirement savings participation from 38% to 70% by educating employees on the benefits of taking control of their retirement strategies.
- Ratification of the 3 year Labor contract after a previous employee union labor strike.
- Instituted the team-based work system approach throughout the reconditioning plant.

**FAMILYLIFE**

**1998 – 2000**

**Human Resources Manager – Little Rock, AR**

Led the Human Resources function for all hourly and salaried staff for the national non-profit organization. The organizational staff consisted of 200+ hourly employees, 32 missionary employees (responsible for raising their own salaries) and 10 salaried exempt employees. Also responsible for the publication of the corporate newsletter; *Family Matters*.

- Oversaw corporate hourly compensation analysis and executed the salary changes based on market-driven data.
- Instituted the performance management system.

**UNIVERSITY OF ARKANSAS FOR MEDICAL SCIENCES (UAMS)**

**1995 – 1998**

**Communications Manager for the Office of Human Resources – Little Rock, AR**

Managed the budget and media requirements for the internal and external communication efforts of the Office of Human Resources. Responsible for the development and distribution of executive management reports for an employee population of over 7,400 associates representing more than 52 countries. Policy and procedure updates and interpretation; communication/diversity awareness assessments; conducting and coordinating new employee orientation; training and development efforts.

- Managed the development, maintenance and distribution of employee handbook
- Managed the Human Resources website including content maintenance 1994- 1995

**UNIVERSITY OF ARKANSAS AT LITTLE ROCK (UALR)****1996 - 2000****Part-Time Instructor – Little Rock, AR**

Responsible for helping students develop appropriate and effective methods for delivering an oral presentation to an adult audience. This effort involved teaching students to listen and objectively critique the oral presentations of others; effectively participate in one-on-one communication experiences using the techniques of active listening, conflict resolution, and information gathering; effectively organize, participate in, and lead small groups as they problem solve; recognize and use effective oral language as a tool of sound reasoning.

**PROSTAFF STAFFING AGENCY – Conway, AR****1994 - 1995****Staffing Manager/New Business Development Manager**

Responsible for temporary and permanent placement efforts in industrial and clerical business settings. Responsibilities included: recruitment, policy and procedure administration, new employee orientations, benefits administration, enforcing OSHA safety standards, training and development seminars, developing marketing strategies, maintaining current client base and developing new business.

**ALLTEL CORPORATION,****1992 - 1994****Employment Specialist – Little Rock, AR**

Responsible for recruitment, test administration, coordination of temporary employment needs, and general employment support for this national, fortune 500 Telecommunications Company. Initiated relocation activity, conducted orientations, and instructed a behavior-based selection interviewing course. Instrumental in coordinating the job description program, maintaining and managing diversity efforts within the organization, ensuring consistent policy and procedure administration, and other assigned responsibilities and developments.

**TARGET STORES - Little Rock, Arkansas****1987 - 1992****Personnel Manager****1990-1992**

Responsible for managing the implementation of Target's personnel programs in the stores. Responsible for proactively identifying employee relations opportunities, proposing solutions, and following through on the implementation of the plan. Responsible for interpreting company policies and ensuring fair and consistent application of the personnel policies and procedures. Major Job functions included: employee relations, training and development, employment staffing, payroll, orientation, benefits administration, performance evaluations, and other assigned responsibilities and developments.

**Softlines Area Manager****1987-1990**

Responsible for managing the softlines staff, auditing planograms and revisions, and supervising the changing of seasonal floor plans. Evaluated procedure accuracy of employees involved in receiving and tracking high-dollar merchandise in ten departments. Hired and evaluated the job performance of part-time and full-time personnel; provided counseling; follow-up; established future objectives and developed methods to achieve goals. Assisted in the development and training of employees in new stores within the region. Conducted seminars to introduce new programs to the management staff.

**EDUCATION****University of Arkansas at Little Rock - Little Rock, AR**

Master of Arts – Interpersonal and Organizational Communications

**University of Central Arkansas – Conway, AR**

Bachelor of Business Administration – Marketing

**CERTIFICATIONS/ORGANIZATIONS**

Global Professional in Human Resources (GPHR) certification

6-Sigma Greenbelt certification

United Way of Nashville

Society for Human Resources Management (SHRM) – member

National Black MBA Association (Lifetime member)

Big Brothers Big Sisters of Middle Tennessee