

ERIC W. JOHNSON, SPHR

HUMAN RESOURCES LEADER

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**Executive Leadership / Global Talent Acquisition / Sourcing / Strategy / Compliance / HRIS
Board Relationships / HR Systems / Employee & Labor Relations / Total Rewards
Talent & Performance Management / Employee Engagement / Project Management
Compensation / M&A / Change Leadership / Workforce Planning / Organization Development**

International recruitment, sourcing, HR, organizational development, and strategy experience in the private sector and as a senior U.S. Naval Officer. Strong background in Talent Acquisition from recruiter to Global Head of all U.S. Navy recruitment. Proven performer in all HR core competencies, executive leadership, systems/process/project management, operations, strategic development, inbound and outbound recruitment, organizational structure, and business process improvement. Excels at:

- Satisfying the constantly changing staffing and development needs of global operations
- Leading large organizations (3,000+ employees, \$1B budgets) and small company startups
- Planning, resourcing, and executing rightsizing and organizational optimization projects
- Aligning HR strategy, global recruiting, and employee activities with organizational objectives
- Implementing comprehensive HR, Payroll, Talent Acquisition and Candidate Tracking systems

Education: **MS**, Systems Analysis, U.S. Naval Postgraduate School. **BS**, Physical Science, U.S. Naval Academy. Senior Professional in Human Resources (**SPHR**). Certified Systems Analyst. Certificate, U.C. Berkeley, Aspiring Chief Human Resource Officer course. Certificate - FMLA/FLSA training.

Work History

CHRO / COO

Neogreen Solutions Inc. (NeogenLife / Neogen Care)
September 2019 - Present

CHRO: Reporting to the CEO and lead all HR functions of Neogen Care, a rapidly growing healthcare organization with Home Health, Hospice, Private Duty, and Shift Care business lines. Lead 5 direct reports, 14 indirect reports in the U.S. and India to support 300+ clinicians providing home health, hospice, private duty, and COVID-19 response functions in 11 Bay Area counties.

COO: Reports to the CEO and founder for NeogenLife, a startup company that utilizes clinical expertise and proprietary software to help business safeguard employees, ensure compliance, and avoid risks associated with COVID-19 and other infectious diseases.

- Doubled revenue from \$13M to \$26.5M in 15 months by implementing successful recruiting strategies, hiring over 130 new staff, and delivering successful retention and engagement.
- Sourced and hired Director level leadership team to include sales, recruiting, and operations.
- Pivoted entire organization to continue operations during COVID-19 to include rapid deployment of virtual health visit functionality, patient and clinician safety policy, training, and compliance.
- Project lead for delivering infectious disease mitigation and ergonomics-at-home offerings.
- Sourced and implemented updated health benefits and 401k retirement plans.
- Implemented new Applicant Tracking, HR, and payroll systems to fully automate HR function.
- Zero errors on Kaiser Permanente quality and compliance audit.

EXECUTIVE HUMAN RESOURCES CONSULTANT

San Francisco Bay Area, CA
May 2019 – September 2019

Serving as interim CHRO for Neogreen Solutions Inc., interim Director of Human Resources for the State Bar of California, and Senior Independent HR Consultant for PSC Biotech Corporation. Project lead for the selection, contracting, configuration, implementation and launch of two Human Resources Management systems: and providing C-level oversight of all HR functions for three organizations.

MEMBER, BOARD of DIRECTORS

PSC Biotech Corporation, Pomona, CA
May 2019 – Present

A global industry leader in life science consulting and quality management software solutions.

Current and founding member of the Board of Directors and provide independent HR, leadership, management, and strategic planning consulting. PSC provides life sciences with essential services to ensure healthcare products are developed, manufactured, and distributed to the highest standards and in compliance with applicable regulatory requirements. PSC is a strategic partner to emerging and established life science companies to help bring life-saving products to market. PSC operates in 52 countries and has served thousands of clients the United States, Europe, Asia, and the Middle East.

VICE PRESIDENT, HUMAN RESOURCES

Hornblower Group Inc., San Francisco, CA
Jan 2019 - May 2019

The largest inland waterway ferry and entertainment cruise service provider in the country.

Led strategic HR resource planning and operations, utilizing a team of seven direct reports and 14 indirect reports in support of 2,500+ employees. Responsible for Strategy, M&A Planning, Talent Acquisition, Talent Management, Compliance, Labor Relations, Employee Relations, Employee Engagement, HRMS/HRIS, and Total Benefits for headquarters and seven subsidiaries.

- Planned and executed all HR aspects of successful \$360M Merger and Acquisition. Shepherded working group to compare existing health benefits plans, align offerings, and launch an off cycle Open Enrollment event. Realized \$780K annual savings.
- Cut job vacancies by 42%. Generated 47,000 job applications in 5-month period by aligning recruiting systems and leveraging partnerships with LinkedIn and other social media vendors.

CHIEF of STAFF / CHRO

CVHCare Corporation, San Ramon, CA
Dec 2017 - Jan 2019

The largest, privately-owned home health care provider in Northern California.

Reported to the CEO and led day-to-day functions of the company including operations, accounting, HR, marketing, compliance, and business development. Led a team of six direct reports and 21 indirect reports supporting three agencies and more than 380 clinicians across the state of California.

- Reined in runaway attrition. Turnover of clinician employees had soared to 45% with costs averaging \$970k per year for the previous five years. Surveys revealed that Total Compensation and Benefits were the culprits. Introduced a new compensation scheme, and a performance-based bonus system. Boosted 401k company matching. Renegotiated health benefits; cut employee costs. Offset costs with lower turnover-related expenses. Cut attrition 22%, saving \$270k annually.
- Improved productivity. Successfully reorganized staff and operations and eliminated redundant positions. Implemented an employee accountability and performance review framework. Delivered \$350K in annual savings. Supported a 12% workforce growth. Hired a CHRO and built an

extraordinarily successful six person recruiting team. Doubled recruitment in an intensely competitive market. Won a \$650K annual grant from the California Employment Training Panel for clinical training.

VICE PRESIDENT, HUMAN RESOURCES

PSC Biotech Corporation, Pomona, CA

Aug 2015 - Dec 2017

A global industry leader in life science consulting and quality management software solutions.

Led all global HR operations through a team of seven direct reports and 17 indirect reports supporting more than 550 employees in the U.S., Singapore, and Ireland. Developed and executed HR strategies to attract, screen, hire, and retain talent. Served as strategy and policy leader.

- Upgraded payroll and human resources systems. Analyzed options, selected a solution, and led implementation. Cut time-to-hire from 5 to 2 weeks and cut cost-of-hire from \$12,400 per candidate to \$6,750. Boosted employee satisfaction (with HR, payroll, and benefits processing and transparency) from a 35% to 78% 'fully satisfied'. Saved \$250k in man-hours.
- Developed and implemented HR strategies/programs/policies/processes, from scratch, for a pharma manufacturing facility established just prior to being hired. Fielded entirely new Talent Acquisition programs and processes to staff the new facility. Executed a phenomenally successful internship partnership with the University of Wisconsin, and a Youth Internship partnership with Dane County. Successfully hired and placed over 60 employees from General Manager and Directors, to technical associates.
- Improved effectiveness of performance evaluation and review programs. Adopted Adobe's 'Check-In' Performance Feedback Framework. Launched the program via an online/paperless platform and trained all levels. Drove a revolutionary and cultural shift in manager-employee engagement and communication. Achieved a dramatic turnaround in employee perceptions of management caring for their well-being, their careers, and their professional growth. 24% drop in workforce attrition.

DIRECTOR, HUMAN RESOURCES

U.S. Navy, Region Midwest, Great Lakes, IL

Jun 2013 to Aug 2015

Led a complex, large-scale executive administration and human resource management operation that provided support services for bases and installations across a 16-state area including: 66,000 acres of managed land; over 500 buildings and facilities; a 1,430 military, government civilian, and contracted employees, and over 15,000 Navy Reservists.

- Successfully orchestrated massive change. Established plan to eliminate Navy Region Midwest and realign functions elsewhere with 11-month window for completion. Mitigated the threat of loss of talent by devising a plan to develop early retirement offers and prioritize placement and transfer options for 100+ impacted staff. Completed reorganization on time and under budget.

COMMANDER

U.S. Military Entrance Processing Command, North Chicago, IL

Jan 2011 - Jun 2013

Chief Executive - 79 direct reports and 300+ indirect reports in support of 3,000+ personnel (80% civilian union members) at 65 processing stations worldwide. Delivered \$4 billion to \$6 billion ROI projected across seven years by migrating to a \$260M cloud-based, global, virtual interactive processing HRIS.

- Modernized an inherited 60-year-old organizational structure. Through modeling, statistical analysis, risk estimation, and demographic assessments, designed and implemented a lean and matrixed

organization to best provide processing services and quality control to the recruiting services of the Armed Forces. Delivered \$2.5M in annual cost savings.

DIRECTOR of RECRUITING OPERATIONS / CHIEF of STAFF

U.S. Navy Recruiting Command, Millington, TN

Jul 2009 – Jan 2011

Led global recruiting operations to attain all U.S. Navy officer and enlisted recruiting objectives. 29 direct reports, 230 indirect reports supporting 5,000+ recruiters at 26 Navy Recruiting Districts.

- Exceeded enlistment goal by 4.5% and officer recruiting goal by 12.5%. Achieved all diversity and job specific skills goals for the first time in command history. \$5.2M in annual savings achieved by establishing, measuring, and analyzing KPIs for all business processes; realigning operational support structures; centralizing support to 28 recruiting sites; and eliminating 42 redundant positions. Cut applicant attrition and application-to-decision time 24% by introducing paperless application processing systems, conducting gap and process analysis, and applying process metrics.
- Architect and implementer of "Recruiting Force 2020", a comprehensive and all-encompassing strategic plan which fundamentally and permanently modernized the U.S. Navy recruiting force.

Earlier

COMMANDING OFFICER (U.S. Navy Recruiting District, Philadelphia, PA), Mar 2007 – Jul 2009. Led 250+ recruiters assigned to 52 sites in five states to recruit for Navy officer and enlisted programs. Garnered highest command ranking ever after turning around a failing district to compete for first place of 26. Achieved 115% of annual recruitment goals, delivering the most successful year in district history.

SENIOR STAFF AND LIAISON OFFICER (U.S. Navy, Office of the Chief of Naval Operations, Pentagon, Washington, DC), Dec 2004 – Mar 2007. Pentagon office providing command, resource utilization, and operating efficiency for U.S. Navy vessels and shore installations. Informed and influenced workforce, labor hours, personnel, and recruiting resourcing and policy decisions to highest echelons of the U.S. government and military: Congress, Secretary of Defense, Secretary of the Navy.

COMMANDING OFFICER (Navy Reserve Recruiting Area Northeast), Oct 2002 - Dec 2004. Led over 230 recruiting personnel assigned to 40+ recruiting sites. Command selected as Navy Reserve Recruiting "Area of the Year" - 2003. Project lead for successful merger of Navy active and reserve recruiting commands.

COMMANDING OFFICER (Navy Operational Support Center, Long Island, NY) Mar 2001 - Oct 2002. Led 21 direct reports and 11 Naval Reserve units with over 370 assigned Naval Reservists. Commanding Officer of the only Navy Reserve Center on Long Island, NY. 7.6M plant, equipment, and ops budget

Summary of Beginnings

Earlier positions held as a Commissioned Naval Officer: Director, Regional Navy Recruiting Operations; Dept. Head, Regional Navy Recruiting Operations; Recruiter, Navy Officer and Medical Programs; Dept. Head, Engineering, USS CAPE COD; Division Officer, Engineering, USS INDEPENDENCE; Division Officer, Electronic Warfare, USS INDEPENDENCE.

Additional Information

Experience in/exposure to: Negotiation, Strategic Direction, Product Design, Information Systems, Business Management, Executive Team, Research, Retail, RFP, Teaching, Legislation, FAA, FDA, Joint Commission, Excel, Outlook, PowerPoint, Access

Personal characteristics: Analytical, Collaborative, Motivated, Organized, Demonstrated Commitment

Strongly Endorsed For

Global Talent Acquisition / Business Strategy / Process Improvement / Operating Budgets
Information Assurance / Supply Chain Optimization / Intelligence Analysis / National Security
Employee Benefits / Change Leadership / System Analysis & Optimization / Onboarding Automation
Talent Management / Organizational Leadership / Employee Engagement / Employment Law

Education & Affiliations

Master of Science / Systems Analysis / U.S. Naval Postgraduate School / Monterey, CA

Bachelor of Science / Physical Science / U.S. Naval Academy / Annapolis, MD

Certificate/ Executive HR Management / University of California / Berkeley, CA

Society for Human Resource Management (SHRM), Member

Human Resources Certification Institute - SPHR