

# KIRSTEN SANDHOFER, RHU

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## SUMMARY OF QUALIFICATIONS

Accomplished **Human Resources Director and Benefit Consultant** with direct responsibilities including benefits administration, employee relations, staff development/training, recruitment, corporate compliance, payroll, workers' compensation, and 401k/pension administration.

- Licensed as a Producer and Advisor in the State of Maryland for Health and Life Insurance.
- Experienced with development of policies and procedures across a variety of industries.
- Proven track record of design and implementation of new training programs for staff and managers, as well as re-engineering existing processes.
- Skilled negotiator with background working in union and nonunion environments.
- Develop teams to encourage camaraderie and sense of collaboration toward common goal; effectively develop and mentor staff and learn their job responsibilities to step in and ensure smooth transitions and cover absences.

## PROFESSIONAL EXPERIENCE

**Strategic Employee Benefit Services, Baltimore Maryland** **September 2010-November 2011**

A marketing division of Northwestern Mutual providing comprehensive employee benefits

Benefit Consultant, Large Group Division

- Interface with a group of clients to strategize and propose practical solutions in order to manage the menu of benefit options that the client offers to its employees.
- Partner with clients and assist them with emerging trends in employee benefits, annual renewal process and other possible options that would enhance or meet their goals.
- Assess the nature of any given problem, understand thoroughly the expectations of the client, offer comprehensive solutions to such problems, and consistently meet or exceed client expectations.
- Provide HR Consulting on a variety of topics to include to but not limited to compliance, policy and procedural development and training.
- Cross-sold insurance products to ensure a comprehensive benefits package.

**Avatech Solutions Inc., Owings Mills, Maryland**

**July 2006-August 2010**

Software reseller with 225 employees at 20 sites.

Director, Human Resources

- Stabilized tactical functions of the human resources department, which had been extremely disorganized and void of standard procedures; revitalized department and transitioned it into value-added component of organization.
- Enhanced day-to-day operations such as payroll and creation of offer letters, which had been severely dysfunctional and remarkably behind schedule.
- Brought in full-time HR employee to handle recruitment, saving \$12,000 per month in recruitment fees.
- Developed procedures and corresponding plans for strategic programs for retaining associates long-term; improved tenure of technical application experts to between three and four years.
- Made recommendations to executive management to ensure alignment with corporate initiatives such as organizational development, training programs, and coaching/counseling efforts for all business units.
- Created sexual harassment training that involved PowerPoint presentation and clips from "North Country" and "The Office," as well as corresponding assessment test.
- Initiated training programs on discrimination, documentation for supervisors, and interviewing skills for managers.

**Veolia Transportation (formerly Connex Transit/ATC), Baltimore, Maryland**

**July 2003-January 2006**

Turnkey operation bidding on contracts for transportation services within state or local municipalities; heavily unionized environment with 1,600 employees across 14 sites.

Director, Human Resources

- Established HR functions at startup sites following establishment of contracts; oversaw 3 major startups in Colorado, Northern Virginia, and Ontario to ensure successful and timely kickoff of revenue services.
- Recruited senior management and more than 200 support personnel per site; set up office and spearheaded DOT-regulated training, accomplishing each startup within typical six-week deadline.
- Consolidated 3 decentralized administrative units into one processing center to handle all companywide HR functions.
- Implemented HRIS for Connex and led payroll/HRIS system conversion when company merged with ATC.

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- Provided counseling and guidance on issues related to labor, employee relations, compensation and benefits, and recruitment and staffing.
- Negotiated labor contracts with local management that successfully avoided work stoppages, strikes, and unionization.
- Conducted internal investigations in U.S. and Canada to resolve grievances, arbitrations, and legal issues such as EEOC suits, wrongful discharge, religious discrimination, and sexual harassment.
- Supervised eight direct reports; mentored staff and offered development opportunities.

**Lifebridge Health (Levindale Geriatric Center and Hospital), Baltimore, Maryland**

**July 2002-May 2003**

Multidivisional health care corporation with unionized and nonunionized employees.

Director of Human Resources, Post-Acute Services

- Oversaw HR functions for post-acute services across two long-term care facilities, five independent/assisted living centers, and two adult day care centers.
- Collaborated with divisional counterparts to develop and implement corporate policies, specific to the post-acute division.
- Served on executive management team and contributed to corporate strategic plan for new geriatric care facility.
- Prepared facilities for JCAHO certification inspection by changing hiring procedures, verifying background checks and proper licensure, and correcting payroll efforts.

**Keswick Multi-Care Center, Baltimore, Maryland**

**April 1999-July 2002**

Director, Human Resources/Corporate Compliance Officer

- Reduced nursing turnover by 40% over 18-month period by establishing effective communications between nursing team and department heads.
- Improved hiring, retention, and staffing levels among nursing staff by developing working relationships with nursing schools and professional organizations and refining competitive compensation packages.
- Redesigned orientation program to maintain compliance with state and federal regulations.
- Established working relationships with union representatives and actively participated in union activities.
- Developed strategic corporate compliance plan including departmental budgetary projections and HIPAA requirements.
- Received 100% compliance rating in JCAHO compliance survey.

**Susquehanna Bank, Baltimore, Maryland**

**1989-1999**

Vice President, Human Resources

1995-1999

Assistant Vice President, Human Resources

1992-1995

Human Resources Manager

1989-1992

- Supported business objectives through delivery of employee, management, and organizational development.
- Reduced health care spending by \$100,000 in one year by researching, developing, and implementing program of self-insurance.
- Reviewed staffing plans following local bank's merger; assessed individuals' qualifications, offered retraining, and reduced projected layoffs from 100 to 21.
- Merged staff from 3 area financial institutions, reducing employee layoffs from 25% to 5% through strategic retraining and reassignments.
- Provided HR support for 21-branch network system and reported back to parent company.

### EDUCATION

M.S., Human Resources Development, Towson University, Baltimore, Maryland

B.S., Business Management, University of Baltimore, Baltimore, Maryland (Magna Cum Laude)

### LICENSES

Maryland Resident Producer/Health & Life

Maryland Adviser/Health & Life

Registered Health Underwriter

Registered Employee Benefit Consultant (anticipated completion February 2012)