

### **Areas of Expertise:**

- ***Human Resources Training & Development:*** Adjunct Professor, Villanova University
- **200 EEOC cases represented & settled:** for plaintiff or for defendant.
- ***Human Resources Operations:*** employment discrimination (all areas), harassment, negligent hiring and retention, policies and procedures (employee handbooks, benefit handbooks, operations manuals, and others), performance management, internal investigations, compensation, terminations and RIF, promotion decisions, personnel decisions, department structure, HR department leadership and best practices.
- ***Organization Development & Change Management:*** successfully driving change through organizations of all sizes with a great level of employee buy-in and with fewer financial limitations when implementing change initiatives including barrier analysis.
- ***U. S. Employment Law & Regulations*** for solutions within the workplace: Wage & Hour, Immigration, Workers' Compensation, ERISA, EEOC, FLSA, FMLA, ADA, ADEA, OSHA, Sarbanes Oxley, HIPAA & HITEC, COBRA, and the Consumer Credit Protection Act.
- ***Talent Acquisition Operation*** – including technology and barrier analysis.
- ***Business Management & Administration*** - business sectors served: K-12, Higher Ed, manufacturing, professional services, food service, automotive after-market, grassroots start-up, non-profit, public & private employers, and GovCon.
- ***Organizational Development & Training:*** HR, new supervisor training, onboarding, customer service & custom training, initiatives that drive and manage change, leadership development & coaching, and investigations to support the drive of change (barrier analysis and surveys) succession planning preparation.
- ***Risk Management*** for businesses including employee safety protocols.
- ***HRIS:*** PR, CRM, ATS, and others.

## Career Summary:

Currently Debra is an Adjunct Professor at Villanova University, (Villanova, PA) and the founder of Debra Bradford, LLC a consulting firm dedicated to Human Resources (HR), Leadership Development, and Organization Development (OD) services mainly to organizational leaders and HR advocacy to individuals seeking to improve their relationship with their employer.

In addition, she delivers customized corporate training, career development strategies, and open to the public workshops. She is proud to have assisted in the development of countless HR and OD leaders throughout her career, including having the honor to have worked on contracts with our Federal Government as a Program Manager supervising a team of subject matter expert sub-contractors where she held the accountability for the quality, alignment, research, and accuracy of all proposed processes and expert statements as well as professionally prepared presentations that met all ADA standards prior to any client-facing activity or delivered reports.

Debras' career began in the 1980's as a business accountant and through her ability she was promoted into senior management with the accountability to grow and expand the business. In 1999, she transitioned her career into financial and management consulting specializing in business turn-around strategies and Human Resources. She provided professional services and advice to business owners, C-suite executives, boards, and HR leaders across the nation.

Having received dual Bachelor of Science degrees in Human Resources and in Healthcare Management in 2013, both from Chestnut Hill College in Philadelphia, PA. In 2014, Debra earned her SPHR (Senior Professional Human Resources) designation, credentialed by the Human Resource Certification Institute. The SPHR is the preeminent mark of competency, knowledge, and professionalism on the international business stage for the Human Resources industry and less than ten percent of all consultants have achieved this level of performance. In 2015, she earned her SHRM-

SCP (Senior Certified Professional) designation, credentialed by the Society for Human Resource Management. While less prominent than the SPHR, holding both certifications adds a measure of distinction to her qualifications. Shortly thereafter, in 2016 she earned her Master of Science degree in Organizational Development & Leadership from the Philadelphia (PA) College of Osteopathic Medicine. Also in 2016, Debra registered with the International Society for Organizational Development & Change (ISODC) which gave her the right to use the RODC (Registered Organization Development & Change) designation.

Throughout 2016 and 2017 Debra performed a speaking circuit delivering on topics of HR and Leadership covering most of the USA East Coast at the invitation of local Chambers of Commerce, local and state level SHRM chapters, and as a motivational speaker at various non-profit organizations and schools.

Debra has completed advocacy work for individuals seeking to restore confidence in their employment status, boosting the number of cases she has represented, as non-legal counsel, at various EEOC offices throughout the country. Debra views the prep work for an EEOC claim as an opportunity to discuss and educate on employment law, its merits, and to hash out practical and reasonable solutions for both sides to be able to come to the center. While many cases move forward to the EEOC, she has often been able to avoid EEOC action by using these opportunities to educate and train both parties to the employment laws, regulations, and employment best practices. Culminating in agreements that prevented turnover, lawsuits, and helped the employer to elevate their HR practices.

## **Professional Introduction & Philosophy**

Over the past two plus decades, I have been called as a subject matter expert to C-suite executives for their business consulting needs. Over this time span, I have consulted with organizations of all sizes and types with a genuine respect for all people. My human-focused view and understanding of employment issues and track record of developing practical, workable business solutions provides an invaluable set of services to clients and has become a rich resource for our staff of consultants and to the legal counsel I serve.

My philosophy centers on doing the right thing and not on the need to be right. Following the guidelines of the law creates a win/ win for both the employer and employee. I hold my services open to both the employer and to individual employees with a focus on helping humans regain that first-day-on-the-job feeling of satisfaction.

I have developed a learning system for myself where each of my business activities reinforces and supports the other services. As a Subject Matter Expert, I research the leading edge of HR and OD best practices which supports my work at Villanova University (VU). At VU I created and teach the Organization Behavior course and teach the HR Certification course several times each year – both of which require that I remain on top of pertinent laws, regulations, and best practices. The students who I instruct, come from a variety of states and organizations, each with a diverse background in business offering unique perspectives and questions that reinforce my own study and research. In consulting, I create my own business infrastructure (website, marketing, advertising, partnership building, staffing...). When called to complete an investigation, not only do I review the process followed, but I also evaluate the various pathways that could have been taken for a better outcome. This activity is how I have curated a high level of business skills, acumen, and gained a close-up survey of diverse people systems and how humans react to and with power and change. This supports my continuous learning and strengthens each of the service lines that Debra Bradford, LLC offers to the public.

## Employment History

**Villanova University, College of Professional Studies 07-2016 – present**  
***Adjunct Professor, Lecturer & Instructional Designer (HR/ OD)***

- ⇒ *In-classroom & online instruction of HR Courses including the HR Certification Prep.*
- ⇒ *Course development of undergraduate and graduate courses in Organization Development & Behavior.*

**Debra Bradford, LLC, Reading, PA 07-2020 – present**

<https://debrabradford.com>

HR, Leadership, OD, & Expert Witness Consulting

***Sample clients:***

- ⇒ Government Contractor & Program Manager: American Partners Technology, MD
  - Governmental consulting contractor managing multi-subcontractor teams on contracts with the DOL for National Succession Planning and Talent Optimization Projects: MSHA, OSHA, CRC, & OASAM agencies.
- ⇒ Chief Operations Officer: American Council on Women, Peace, and Security, DC
  - Non-profit, bipartisan think-tank with an international reach. Confidential DOD & NGO work ([www.wpscouncil.org](http://www.wpscouncil.org))
- ⇒ Chairperson of Compensation Committee (BOD): Bringing Hope Home, Malvern, PA
  - Non-profit - dedicated to helping families dealing with cancer. Strategic Human Resources (HR & OD) ([www.bringinghopehome.org](http://www.bringinghopehome.org))

**RRR, LLC dba Intellis, Florida 12-2020 – 12-2021**

National healthcare consulting firm specializing in financial solutions for hospitals and medical practices. (Sold to E4 Consulting)

***Chief Human Resources Officer, reporting to the CEO & CSO (800 employees)***

- ⇒ *National Compliance (30+ States) for HR labor laws, Healthcare (HIM, HIT), Privacy, HIPAA, EEO, & DEI.*
- ⇒ *Organization development as the lead change agent to align employee behaviors with strategic business objectives.*
- ⇒ *100% re-engineering the HR & TA operations & strategies – reduce time to hire by 30% by increasing the pipeline by 50% & increase retention by 40% while driving a 38% increase in engagement. Resolved outstanding legal issues.*

- ⇒ *Defining employer branding & marketing plans – all digital platforms, building a strong employer value proposition.*
- ⇒ *Creation of first balanced scorecard – emphasis on the top tier people metrics.*
- ⇒ *HR Operations: budget & risk management, compliance audits, HR strategic planning, TA, compensation & total rewards, benefits, evaluation systems, learning & development, engagement processes, diversity initiatives, HR technology (ATS, HRIS, PR, ERP), IT management, labor relations, terminations (legal), workforce planning, and corporate social responsibility planning.*

**ODL Business Partners, Incorporated, PA-NJ-DE      06-2016 – 03-2020**

Consulting specializing in OD, HR Strategy, & Leadership Training

***CEO / CHRO Analyst***

- ⇒ *Full P & L control, budgets, contracts, commission payouts, & creating productive partnerships for ODL-BP.*
- ⇒ *Servicing K-12, higher education, manufacturing, life sciences, professional services, entrepreneurial, and governmental businesses sectors in organizations from 50 to 600 employees.*
- ⇒ *HR, OD, and leadership development: wide range of advisory & training services to stakeholders regarding all areas of HR, OD, change management correction, compliance, and aligning business & HR strategy toward growth. Emphasis on performance management systems & behavior change tied to organizational strategic initiatives, providing leadership during reorganizing, restructuring, and M & A activity.*
- ⇒ *IT: KPI metric systems; ERP, ATS, HRIS, & Payroll.*
- ⇒ *Employer branding & marketing with an emphasis on employee value proposition & social platforms leading to ‘best places to work’ awards.*
- ⇒ *Impact analyst for resiliency, crisis management, & organizational development; implementation of strategies.*
- ⇒ *Public speaking & workshop facilitation (East Coast, USA).*
- ⇒ *Act as non-legal counsel at EEOC, State HRC, and UC hearings in multiple states.*

***Writer & Author*** of “OD Chatter”, (inactive) a workplace advice column (published in several on-line journals)

- ⇒ *Workplace solution content that spans methods of: OD, Leadership, Compliance, Recruitment, Teamwork, Culture, Diversity, IT, Career Advice, and Personal Accountability in a framework that encourages a return to ‘loving your career and loving your workplace’.*

**Goodway Group, Incorporated, Jenkintown, PA 04-2014 – 02-2016**

International Digital Marketing Company, 96% telecommuting workforce across 40 US States, England, & Canada

***Employee Enablement & HIPAA Compliance Officer*** reporting to the CFO

- ⇒ *Created the HR department for a work-from-home environment including opening multiple state level tax accounts and policy creation with emphasis on both federal and multi-state compliance.*
- ⇒ *Increased staff from 90 employees to 340 employees over my 2-year period.*
- ⇒ *Organized and managed week-long bi-annual all-company meetings (mandatory for all employees to attend).*
- ⇒ *Developed & implemented a company-wide HIPAA Compliance program that allowed the company an entry into the medical sector for increased business.*

**Bradford Financial Consultants, Pottstown, PA 02-1999 – 04-2014**

Business & Financial Consulting Services (PA, NJ, DE, MD)

***CEO / Senior Business Analyst*** reporting to client CEO's and their leadership teams.

- ⇒ *HR Operations: Legal/ policy compliance (ADA, ADEA, EEO, FLSA, FMLA, OSHA, COBRA), HR department restructure & team development, complaint investigation & EEOC representation, employee benefit design, leadership coaching, and business resiliency (crisis planning). HR Lead in mergers & acquisitions.*
- ⇒ *Solutions for underperforming business metrics, lead project management, statistical research, & strategic planning. Focus included identifying trends, offering solutions, developing turnaround strategies, and mergers & acquisitions.*
- ⇒ *IT: Ascertain business requirements; lead investigation and recommend solutions to improve business processes & policies, converting detailed business rules into system requirements (ERP).*
- ⇒ *Clients from: manufacturing, retail, professional service, food management, construction, non-profits, franchise, real estate, child-care, elder-care, wealth management, higher education, including multi-location/ state clients.*

**Acrodyne Industries, Inc., Phoenixville, PA 07-2000 – 09-2007**

Broadcast transmitter manufacturing company (PA, MD, Germany) - started as client of BFC, Inc.

***Vice President*** reporting to the CEO

- ⇒ *P & L accountability & department management of: HR, IT, Legal, Customer Service, Security, Facilities Mgmt.*

Reading, Berks County, PA

7

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⇒ *Recommended and executed a relocation into a new build-out that streamlined the manufacturing process.*

**Prenlyn Enterprises, Inc., Philadelphia, PA 10-1984 – 02-1999**

Entrepreneurial company of Midas Muffler franchises, Penske Truck Leasing, and commercial real estate (PA & NJ)

***Vice President, Administration:***

*1991 – 1999: Accountabilities listed below + Mergers & Acquisitions, Legal, and CSR. Increased franchise ownership from 3 locations to 14 locations.*

***Controller:***

*1986 – 1991: Accountabilities below + Facility Management (maintenance, build-out, re-skin, and utility management), Safety, Security, and Financial Investments*

***Senior Accountant:***

*1984 – 1986: Sales & Inventory, Purchasing, HR, IT, Accounting (accrual system, POS to GL)*

## **Education, Certifications, & Licenses**

- *MS in Organizational Development & Leadership,*
  - Philadelphia College of Osteopathic Medicine
- *BS Human Resources Management,*
  - Chestnut Hill College, Philadelphia, PA Magna Cum Laude
- *BS Healthcare Management,*
  - Chestnut Hill College, Philadelphia, PA, Magna Cum Laude
- *HIPAA Certification, Compliance Officer level*
- *RODC (Registered Organization Development Consultant)*
  - Int'l Society for OD & Change
- *SPHR (Senior Professional Human Resources)*
  - Human Resources Certification Institute
- *SHRM-SCP (Senior Certified Professional)*
  - Society of Human Resources Management
- *Certified School Business Administrator – State of NJ*
- *Certified Leadership Workshop Facilitator – The Leadership Challenge Workshop*
  - Kouzes & Posner, Authors
- *Certified Leadership Workshop Facilitator – The Organization Workshop*



- Barry Oshry, Author and founder of Power+Systems, Inc.
- *Teaching in Diverse Classrooms*,
  - Cornell University
- *Inactive Brokerage Licensing*:
  - Series 7 License, Series 66 License, and LAH Insurance license

### **Technology Stack** *(brief list)*

- PC & MAC environments; MS Suite, MS Access, Outlook; Office 365, Adobe; Dragon; Quicken; QuickBooks.
- HRIS: (implementation management & correction) SAP, Lawson, Oracle, PeopleSoft, Kronos, CORT Payroll, ADP Payroll, Paycom, SmartLinx HRIS, NuView HRIS, SugarCRM, iCIMS, Bullhorn, Salesforce, and many others
- Project Management: MS Project Professional, BaseCamp3, Intuit-Quickbase, Scrum, Agile
- Corporate IT: CRMs, Confluence - Wiki systems, Yammer, ReviewSNAP, MindFlash, Concur
- Mobility Technology: Help-desk management, Smart Phones, iPads, Apps and Readers
- Benefit Technology: Both open and closed environments, Employee Navigator, BAS-Cobra
- Accounting: QuickBooks Enterprise, NetSuite, Workday, and several proprietary systems
- Higher Education & Fund Developing: Raisers Edge, Blackbaud, Jenzabar, BlackBoard, Banner, Nucleus, Canvas, and BISK
- Marketing: Domain selection & hosting, Website creation, Back-office set-ups in WordPress and Wix

### **Additional Resources**

LinkedIn Profile: <https://www.linkedin.com/in/debradford/>

LinkedIn Company Page: <https://www.linkedin.com/company/debra-bradford-llc/?viewAsMember=true>