

STRENGTHS

- Policy judgment

When labor questions grew sensitive, translated law and agreements into clear options that gave executives confidence in action.
- Case coordination

Brought counsel, investigators, EEO partners, and HR practitioners together around sensitive cases, keeping recommendations clear and usable.
- Appraisal improvement

Reviewed performance systems for meaningful standards and mission fit, then turned findings into practical improvements managers could apply.
- Executive communication

Briefed senior leaders with concise analysis, risks, and policy choices. Complex workforce issues became easier to act on.
- Staff development

Coached HR specialists on policy writing and consultation. Colleagues gained confidence handling high visibility advisory assignments.

SKILLS

- Labor relations

Employee relations
- Performance management

Employee accountability

Human capital policy

Policy analysis

Regulatory interpretation

Collective bargaining

Executive briefings

Talent management

SUMMARY

Senior human resources leader with 15 years of public sector experience guiding labor and **employee relations, performance management, employee accountability**, workplace culture, talent, and learning programs. Advises executives through careful interpretation of federal laws, regulations, policy guidance, collective bargaining agreements, administrative decisions, and judicial interpretations. Leads HR specialists, coordinates sensitive conduct and discipline matters with counsel, investigators, employee relations, labor relations, and EEO partners, and evaluates appraisal systems for compliance, meaningful standards, effectiveness, and mission alignment. Builds clear policy options, executive briefings, written analyses, and implementation plans for distributed organizations. Career experience connects strategic human capital investments with leadership development, knowledge transfer, succession planning, and practical workforce accountability. Prepared to contribute sound judgment, collaborative policy leadership, and public service focus in a senior **human resources management** role.

EXPERIENCE

Director, Human Capital Policy and Accountability

National Public Service Institute

July 2022 - Present

Arlington, VA

Directs multidisciplinary HR policy specialists supporting performance, accountability, labor relations, workplace culture, talent, and learning programs across a nationwide public service organization.

Directed **HR specialists** delivering enterprise guidance across performance, accountability, labor relations, culture, and workforce development.

Modernized non executive appraisal policy through statutory review and mission analysis, creating a framework adopted across operating divisions.

Convened counsel, employee relations, **labor relations**, EEO, and investigative partners on sensitive conduct and discipline matters.

Reviewed bargaining provisions, **administrative decisions**, and **judicial interpretations**, briefing executives on defensible labor policy options.

Connected **leadership development**, knowledge transfer, and succession priorities with strategic talent and learning investments.

Represented organizational policy interests in cross agency forums, **executive briefings**, and multidisciplinary consultations.

Supervisory Human Resources Policy Advisor

Federal Workforce Programs Council

March 2018 - June 2022

Washington, DC

Supervised senior HR advisors developing agency wide policy, appraisal, **labor relations**, recognition, culture, and talent guidance for executive clients.

Supervised senior advisors producing **guidance** across performance, labor relations, recognition, culture, and **talent** development programs.

Directed appraisal reviews testing compliance, standard clarity, performance differentiation, and alignment with organizational objectives.

Interpreted personnel statutes, **regulations**, policy guidance, and bargaining agreements for executive workforce decisions.

Coordinated case analyses with counsel, investigators, EEO professionals, and **employee relations** staff, documenting corrective options.

Converted complex human capital findings into executive briefing packages with decision options and implementation considerations.

Coached **HR specialists** on analytical writing, consultation, and policy development, strengthening consistency across advisory assignments.

Learning and development

Workplace culture

Strategic thinking

Developing others

Case coordination

LANGUAGES

English Native

Mandarin Chinese Intermediate

MY CAREER



● Director, Human Capital Policy and Accountability at National Public Service Institute (4.2 Years)

● Supervisory Human Resources Policy Advisor at Federal Workforce Programs Council (4.2 Years)

● Senior Employee and Labor Relations Advisor at Public Administration Services Agency (3.1 Years)

● Human Resources Program Specialist at Government Talent Development Center (2.5 Years)

● Human Resources Specialist at Commonwealth Administrative Services (10 Months)

Senior Employee and Labor Relations Advisor

Public Administration Services Agency 📅 January 2015 - February 2018 📍 Baltimore, MD

Managed complex employee and labor relations portfolios involving performance, conduct, discipline, negotiated agreements, workplace standards, and senior advisory support.

- Managed employee and **labor relations** portfolios covering performance, conduct, discipline, agreements, and workplace standards.
- Analyzed arbitration outcomes, **administrative decisions**, bargaining provisions, and court interpretations, identifying recurring policy risks.
- Advised executives on personnel requirements, negotiated obligations, documented facts, legal constraints, and organizational needs.
- Partnered with counsel, **investigative offices**, and EEO officials on sensitive cases and coordinated management recommendations.
- Assessed performance procedures for meaningful, measurable, compliant standards connected with mission outcomes.
- Delivered senior briefings and **written analyses** explaining labor management issues and implementation consequences.

Human Resources Program Specialist

Government Talent Development Center 📅 June 2012 - December 2014 📍 Richmond, VA

Administered public sector human capital programs spanning employee development, **performance management**, recognition, workforce culture, policy guidance, and implementation planning.

- Administered development, performance, recognition, and **workplace culture** programs for multiple public sector offices.
- Drafted guidance translating regulatory requirements into practical procedures for managers and HR practitioners.
- Evaluated training proposals against workforce priorities, supporting leadership capability, **knowledge management**, and talent development.
- Prepared workforce analyses and leadership briefings using program data, stakeholder feedback, and policy requirements.
- Researched regulations, agreements, and prior decisions supporting labor and **employee relations** consultations.
- Coordinated rollout milestones, policy decisions, stakeholder comments, and readiness issues across program offices.

Human Resources Specialist

Commonwealth Administrative Services 📅 July 2011 - May 2012 📍 Norfolk, VA

Provided early career HR advisory support for public sector managers across performance documentation, employee relations, workforce policy, personnel actions, and supervisor training.

- Advised public sector managers on performance documentation, **employee relations** procedures, workforce policies, and personnel actions.
- Researched personnel rules and guidance, escalating sensitive matters through concise factual summaries for senior review.
- Reviewed performance plans for required elements and clear standards before formal appraisal cycles began.
- Prepared case files and chronology summaries, improving records used by senior advisors and counsel.
- Created supervisor training materials covering performance expectations, documentation practices, and workplace standards.
- Tracked recurring manager questions, providing evidence for targeted job aid and training updates.

PROJECTS

Non Executive Appraisal Policy Framework 📅 2024

Created an implementation framework connecting statutory compliance, meaningful standards, performance differentiation, and mission alignment across operating divisions.

Human Capital Policy Forum 📅 2023

Prepared executive analyses and consultation materials supporting cross agency discussion of accountability, labor relations, talent, and learning policy.

LEADERSHIP & AWARDS

- Executive Briefing Mentor, Public Sector Human Capital Policy Forum
- Senior Mentor, HR Policy Writing Peer Review Group

EDUCATION

Master of Public Administration

Virginia Commonwealth University 🎓 GPA: 4.0 📅 2011 📍 Richmond, VA

Coursework: *Human capital policy, public management, labor relations, organizational leadership*

Bachelor of Science in Human Resource Management

Old Dominion University 🎓 GPA: 4.0 📅 2009 📍 Norfolk, VA

Coursework: *Employee relations, performance management, compensation, personnel administration*

CERTIFICATIONS

- SHRM Senior Certified Professional 📅 2021
- Federal Human Resources Management Certificate 📅 2021

TECHNICAL SKILLS

- **Federal HR Policy:** Federal personnel law, OPM guidance, merit system principles
- **Labor Relations:** Collective bargaining agreements, arbitration, labor management relations
- **Employee Relations:** Conduct cases, discipline, corrective action
- **Performance Systems:** Performance appraisal, performance standards, accountability programs
- **Legal Interpretation:** Administrative decisions, judicial interpretations, regulatory analysis
- **Workplace Compliance:** HR regulations, policy compliance, workplace standards
- **Case Coordination:** Legal counsel, investigations, EEO coordination
- **Talent Programs:** Talent management, succession planning, knowledge management
- **Learning Programs:** Leadership development, training needs, learning and development
- **Executive Communications:** Executive briefings, written analyses, policy presentations
- **Policy Delivery:** Implementation planning, program evaluation, agency guidance

PROFESSIONAL AFFILIATIONS

- Member, Public Sector Human Capital Policy Forum
- Participant, HR Policy Writing Peer Review Group

ADDITIONAL INFORMATION

Work Status : Authorized to work in United States. No sponsorship required.

REFERENCES

AVAILABLE ON REQUEST