
ANDREA L. ZAVAKOS

EDUCATION and CREDENTIALS

- PhD - Leadership and Change, Antioch University, Yellow Springs, OH
- MBA - Total Quality Management, Dowling College of Oakdale, NY
- BA - Psychology; Chaminade University of Honolulu, HI, Magna Cum Laude
- College of Executive Coaching, Santa Barbara, CA
- Senior and Global Professional in Human Resources (SPHR/GPHR), HR Certification Institute
- SHRM-SCP, Society for HR Management

SELECTED ACCOMPLISHMENTS

- ◆ Developed curriculum and conducted HRCI-approved training on topics such as leadership, behavior-based interviewing, hot HR topics, and hiring superstars.
- ◆ Effectively completed AAP and OFCCP audit resulting in recognition from district director.
- ◆ Resolved multiple highly complex sexual harassment, retaliation, and racial discrimination complaints, successfully minimizing company liability.
- ◆ Successfully integrated numerous acquisitions, organizationally and culturally, retaining all identified key talent for at least 12 months.
- ◆ Conducted extensive one-on-one coaching and counseling with senior executives to optimize unit performance and reduce employee turnover.
- ◆ Streamlined numerous processes and organizational structures to enhance profitability and efficiencies through continuous improvement.
- ◆ Reduced absenteeism by 50% and union grievances by 27% in nine-month period through cooperative labor-management team effort; reduced workers' compensation expenses by 89.6% in 12 months.
- ◆ Reduced monthly OSHA incident rate from 14.85 to 9.47 in 12 months, accomplishing all-time high of 255 days without lost-time accident.

EMPLOYMENT HISTORY

MIAMI VALLEY HUMAN RESOURCES CONSULTING, Dayton, Ohio 2013 - Present
President/Owner: Full-service human resources consulting including training and development, recruiting, employee relations, workplace investigations, management and employee coaching, policies and compliance, affirmative action planning, and discipline/terminations. Management of the business including marketing, IT, cash management, budgeting, invoicing, and profit and loss.

UNIVERSITY OF DAYTON, Dayton, Ohio 2013 – Present
Currently Senior Lecturer, School of Business Administration
Full-time faculty teaching Organizational Behavior (MBA 795 and MGT 301), Strategy (MBA 798 and MGT 490), Global Business (INB 400), Managerial Skills (MGT 350), Human Resources Management (MGT 423), Group Dynamics (MGT 404), and Cross-Cultural Management (MGT 403) using both online and classroom formats. Active member of the University Hearing Board for Community Standards and Civility. Member of Leadership UD 2015-16 cohort. School of Business Administration Graduate Committee 2017-2020. HR Club Advisor 2018-2019. Developed Servant Leadership (in-person) Weekend Immersion program for the online MBA program. Developed, led section instructors, and taught online MBA course (organizational behavior). Summer study abroad programs: London/Edinburgh/Dublin in 2017, Rome 2019, and Ireland 2023. Co-led China study abroad intersession and Business in Silicon Valley program 2020. Ghana Global Education Seminar in 2018.

Assistant Vice President of Human Resources (2013-2015):

Directed compensation, learning and development, and HR operations functions. Provided employee relations expertise to academic units, UD Research Institute, and Udit (Information Technology). Strategic planning, process improvements, Title VII and Title IX investigator. Member, University Policy Coordinating Committee. Co-created university's Nondiscrimination and Anti-Harassment Policy (2014).

GREATER DAYTON REGIONAL TRANSIT AUTHORITY

Jun 2020-Aug 2021

Director of Training, Safety and Risk

Reporting to the COO, responsible for all aspects of operator training, leadership development, safety, risk management, and loss prevention for this 600-employee public organization.

BROWER HUMAN RESOURCES CONSULTING, Dayton, Ohio

2002 - 2013

Director of Human Resources Consulting: Managed consulting business unit; provided HR consulting services to a wide range of companies: organizational development; training; recruiting and retention; leadership development and executive coaching; HR audits and process improvements; harassment, discrimination, and theft investigations; resolution and training; policies; benefits and compensation; and outsourced HR services. Supervised administrative staff and benefits department (20 employees) while handling Brower's internal HR 2002-2005. Management of the business including billing, budgeting, and profit and loss responsibility.

RELIZON (now Taylor Communications), Dayton, Ohio

1998- 2002

Director, Human Resources: Led human resources unit for 1200-employee organization throughout the U.S. engaged in finance, sales, and marketing of business communications solutions. Created and led the company-wide recruiting shared services organization. Approximately \$1BB in sales with 4600 employees. Functional reports included two regional human resources consultants and seven recruiting staff. Reported to VP of HR.

BARCO, Inc., Dayton, Ohio (now Esko Graphics, based in Ghent, Belgium)

1996 - 1998

Manager, Human Resources: Ran one-person HR department for 150 sales, field service technicians, and support employees throughout the country for U.S. division (\$25MM) of global graphic design technology company. International human resources development in Belgium, Canada, and Mexico. Approximately \$700MM in sales with 5000 employees.

GEM CITY ENGINEERING, Dayton, Ohio

1994 - 1996

Director, Human Resources: Top HR position providing comprehensive human resources support to 300 non-union employees for privately held, multi-plant manufacturer of automation equipment and metal-stamped products. Approximately \$100MM in sales. Reported to President.

RICH PRODUCTS CORPORATION, Dayton, Ohio (HQ in Buffalo, NY)

1992 - 1994

Manager, Human Resources: Responsible for all Dayton HR and safety activities: managed grievance and arbitration issues; participated in labor negotiations. Reported to plant general manager of \$45MM food manufacturing facility with 150 unionized (BC&T) employees (worldwide sales of \$2BB and 6500 employees).

ILC DATA DEVICE CORPORATION, Bohemia, NY

1991 - 1992

HR Generalist: Administered staffing, new employee orientation, quality, and process improvement training, and AAP/EEO/OFCCP matters for \$150 MM, 1000-employee non-union manufacturer of electronics for defense and aerospace industries.

SWINGLINE, Long Island City, NY

1990 - 1991

Training Coordinator: Implemented, presented, and evaluated all aspects of on-the-job training; initiated and coordinated English as a Second Language training; facilitated Quality Action Teams, administered disability and workers' compensation; and assisted with labor relations for multi-site, 1000-employee (Teamsters organized), \$80MM manufacturing facility. Division of American Brands (Fortune 100 company at the time).

US NAVY

1983 - 1990

Electronics Technician First Class (Highest Rank: E-6): Maintained electronics communications equipment. 1987-1990: Worked in the military equivalent of a human resources office; created and conducted new employee orientation and safety programs; acted as American Red Cross liaison for NAVCAMSEASTPAC base in Hawaii. Supervised 30 First Aid and HIV/AIDS instructors; trained 60 instructors and 1000 military and civilian personnel. Honorably discharged.

AFFILIATIONS AND HONORS

Co-Advisor, Beta Gamma Sigma Honor Society (2019-Present)

Board Member: Community Blood Center/Community Tissue Services (2017-2020)

Board Member: Artemis Center for Domestic Violence (2015-2018)

American Red Cross Instructor Trainer of the Year - Hawaii, 1990

Sailor of the Year Nominee, 1990

Navy League of Honolulu Award Winner, 1988

PUBLICATIONS AND ACADEMIC PRESENTATIONS

- Janney, J., & Zavakos, A.L. (2019). IPO grandstanding revisited. *Applied Management Journal* 20, 56-80.
- Presentation of Paper June 2019: International Association of Applied Management, London England. IPO grandstanding revisited.
- Zavakos, A.L. (2006). *Selecting leadership: An analysis of predictors in assessing leadership potential* (Doctoral dissertation).
- Research in process: *Emotional Intelligence and GPA for Undergraduate Students*.

SPEAKING ENGAGEMENTS/TEACHING EXPERIENCE

- *Antioch University:* Adjunct faculty in the master degree programs for *Conflict Analysis and Engagement* and *Management and Leading Change* 2010 - 2015. Created and implemented curriculum for Human Resources concentration including three core classes, professional seminar, and practicum. Adjunct faculty for the following courses: Team Development and Collaboration; Identity, Development and Leadership; Action Inquiry; and Crucial Communications. Assisted with planning residency program. Used Sakai (Isidore) and other technology for online-instruction.
- *University of Dayton Center for Leadership:* "Going from Peer to Supervisor" full-day program (2011 – present), Diversity and Inclusion (2017-2023), Workplace Harassment Prevention (2012), Continuous Improvement (2012).
- *Brower Educational Series:* 2- to 4-hour presentations including Aging Workforce; Behavior-Based Interviewing; COBRA; Compensation; Customer Service Skills; Decision-making; EEO, Diversity and Harassment; FMLA; Hiring Top Talent; HR 101; HR Hot Topics; Leaves of Absence; Performance Management, Supervision 101 – Basics for New Supervisors; The Fair Labor Standards Act; and Top 10 HR Actions That Can Kill Your Company.
- *Clermont County Chamber of Commerce,* Human Universals and Women in the Workplace.
- *University of Dayton Law School,* Guest Lecturer, Employment Law and HR 101.

EXCERPTS FROM TEACHING/CONSULTING EVALUATIONS

- “Andy is real. She doesn’t come and give us the legal mumbo jumbo. She speaks English and understands both sides – for employers AND employees. She is the best in Dayton at what she does. She is a great advisor to us in difficult situations.”
- “The instructor is funny and smart – the time just flew. Presented well – very easy to understand.”
- “Andrea is incredible at presenting the info. She held my interest the entire time. Speaks very clearly.”
- “I love Andy’s interactive approach – I think she could teach anything and I would enjoy it.”
- “Dr. Z is the best professor I have ever had. She knows her stuff and she really cares.”

SOFTWARE and SYSTEMS

- Strong proficiency with MS Office (Word, Excel, PowerPoint, Outlook, Access and Project)
- Proficiency with HRIS and related systems such as HRizon, PeopleSoft, ABRA, Resumix, Vista PDS, SuccessFactors
- Expert user of Monster recruiting platform
- Expert user proficiency with Sakai Learning Management System
- Zenger Miller “Working” Train the Trainer (now DDI): previously certified