



Mayor of Providence

Brett P. Smiley

May 15, 2023

Honorable Members
Providence City Council
City Hall

Dear Honorable Members:

Pursuant to Sections 302(b) and 901 of the Providence Home Rule Charter of 1980, as amended and Public Law, Chapter 45-50, Sections 1 through 31 passed in 1987, I am this day appointing Paul A. N. Winspeare of, 173 Pilgrim Lane, West Suffield, CT 06093, to the position of Chief Human Resources Officer, and respectfully submits the same for your approval.

Sincerely,

A handwritten signature in black ink that reads "Brett P. Smiley".

Brett P. Smiley
Mayor

IN CITY COUNCIL

JUN 15 2023

READ

WHEREUPON IT IS ORDERED THAT
THE SAME BE RECEIVED AND APPROVED

Jana L. Martini CLERK

PAUL A. N. WINSPEARE, MBA, BS-HRM, SPHR, PHR, aPHR, M.:

STRATEGIC HUMAN RESOURCES PROFESSIONAL

Municipal Government | Private Sector | Civil Service | High-Growth Organizations
Positioning HR as a Business Partner for Excellence

Strategic and innovative HR leader who translates organizational vision into HR initiatives that improve performance, mitigate risks, promote collaboration and employee engagement. Empowering leader who supports multi-industrial operations, strategic objectives, and business executives with a unique perspective and appreciation that human capital is every organization's greatest asset. Genuine influencer who thrives on tough challenges and translates visions and strategies into actionable, value-added goals.

Signature HR Qualifications

People & Culture Best Practices	Employee & Labor Relations	Collective Bargaining & Union Relations
Civil Service Compliance	HR Policy, Process & Systems Design	Benefits & Compensation Design and Management
Human Capital Management	ATS; HRIS; HRMS; ERPS Implementation	Organizational Strategy & Design
Talent Acquisition & Recruiting	Workforce Planning	Risk Management Strategy
Leadership & Employee Development	Training & Development	Organizational-Wide Consensus Building
Change Management	Employment Law: <i>Federal, State, MA. Civil Service</i>	
	Employee Performance Improvement	

Disciplined and flexible problem-solving approach that balances business goals with employee needs.

PROFESSIONAL EXPERIENCE

CITY OF CHICOPEE | Chicopee, MA.



2019 – Present

Chief HR Officer

Former Roles: Assistant / Interim Director of Human Resources
Recruitment Manager
HR Generalist

Responsible for planning, managing, coordinating and overseeing assigned HR operations, activities, programs, and personnel for the City of Chicopee. Recruited HR Staff aimed toward modern, strategic HR operations and development. Enhanced operational compliance and organizational practices to increase service, mitigate risk, manage compensation and pay equity, competitively attract talent, and influence retention strategies. Partner with other directors, managers and senior executives to develop new business initiatives, foster employee engagement, and mobilize talent. Work collaboratively and efficiently to manage a \$18M budget.

- **HR Leadership & Labor Relations:** HR leader, managing HR professionals in staffing, recruitment, benefits, compensation, training, leadership development, succession planning, HRIS, and regulatory compliance including workers compensation, unemployment management, occupational health and safety programming, certification and licensure (NIOSH, OSHA, FMCSA, DOT). Emphasizing on leading the HR Department through rapid HR change, transformation programs and best practices. Work collaboratively to develop, negotiate, and execute successful collective bargaining in the best interest of the City and workforce.
- **Internal & External Engagement - HR Branding:** Created HR's branding (HR Seal, ChicopeeCAREERS), pioneered marketing and communications strategies, promoting organizational development – recruitment, staffing, onboarding, training programs and other facets to stimulate necessary markets, successfully acquire professional and technical talent, and promote a culture of compliance and development.
- **Organizational Transformation – Financial Management:** Enabled operational changes essential to

an approximately \$30k reduction in HR occupational health/testing costs, \$200k in unemployment, while sustaining a minimal increase in medical insurance costs at approximately 5%. Worked to facilitate value-proposition budgeting methods to promote competitive advertisement, attract talent, and reduce human capital liability expenses. Helped to facilitate redesign of core business and HR operations, including the acquisition and creation of departments and divisions (ChicopeeTV; OH&S, Facilities Maintenance) to meet community and business needs.

- **HR Integration:** Acquired access to resources and databases, and work collaboratively to streamline integration of HR-related operation systems in areas relevant to workers compensation, talent acquisition, and risk management. Ensured strategic alignment of HR business objectives and minimized business interruptions through execution of workforce intervention plans. Worked to implement and further drive systems utilization into practice (HCM, HRIS, ATS | ERP, NeoGov) and others.
- **Compensation Equity and Classification Management:** Conducted successful salary and compensation studies to promote pay equity and competitive compensation among key positions within the City's government. Provided methods to avoid compensation and equity issues through comprehensive wage plans. Have completed functional and job comparison analyses to address modern benchmarking and job-related enhancement/enlargement strategies.
- **Talent Acquisition & Recruitment:** Developed processes, practices, SOPs, policies, and strategies to recruit employee at all levels of the organization, expanding resources, creating and participating in outreach and progressive recruiting, while maintaining civil service compliance, resulting in improved HR metrics (yield ratios, time-to-fill) and enhancing service provided by acquired talent to benefit the City. Established and led social media, branding, and outreach strategies to attract key talent. Created, revised, bargained, negotiated, and enhanced positions to meet developing business needs.

BHN Inc. | Springfield, MA.

Interim HR Generalist – Human Resources



2019

Transformed HR recruitment and onboarding practices for the acquisition and reorganizing of the Integration Division (approximately 1/3rd of the organization) worked to manage and acquire talent, acting as a true strategic partner in department mergers and through HR talent acquisition restructuring. Championed HR visions while forging sustainable support infrastructure, processes, and practices. Oversaw a staff of 1.

- **Employee Relations:** Introduced proactive employee relations methods and communications to Integration management to resolve previous labor management issues and restore the credibility and employee-centric focus of the HR partnership.
- **Workforce Integration:** worked with stakeholders and leadership to integrate 2 division staff pools to retain talent in the aftermath of program closure and grant projects ending, steering flawless workforce assimilation into Integration business operations.
- **Compensation Equity and Classification Management:** Conducted successful salary and compensation studies to promote pay equity and classification of support positions with the division.

Staffing Network - QPA | Northeast Region – Greenfield, MA.

Assistant Business Manager (Personnel and Recruitment)

Former Roles: Recruitment Manager
Staffing Coordinator-Recruiter
Interim Associate / Consultant

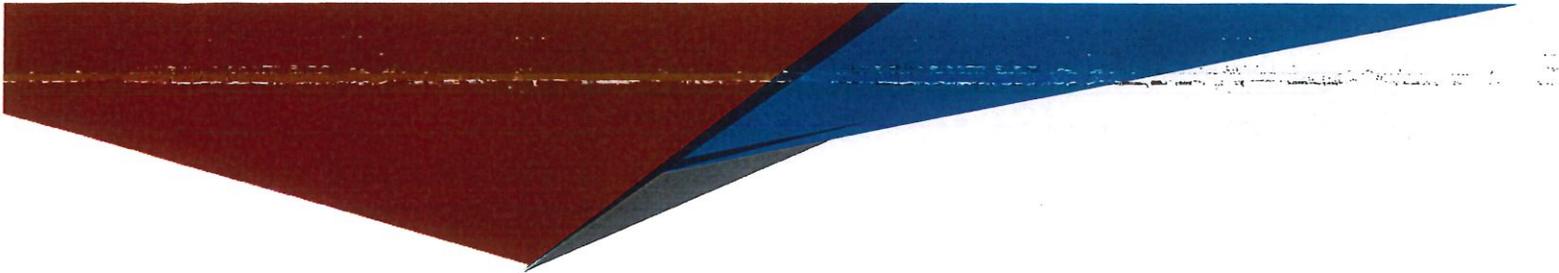


2013 - 2018

Transformed HR recruitment, training, onboarding, benefits, records collection and retention, and workforce consulting practices for the northeast region of Staffing Network to acquire talent, execute and enhance life-cycle recruiting practices, serving as a true strategic partner to businesses across multiple-states. Managed a workforce to comply with OSHA, employment law, regulatory compliance standards, and other requirements. Pioneered HR strategies and resources while forging sustainable support infrastructure, processes, and practices.

- **ERP, ATS, & Employee Self-Service Technology:** Drove transitions from outdated HR systems in to integrated recruitment, records maintenance, and e-onboarding options. Significantly improved HR data access, analysis, planning capabilities and talent strategies while streamlining daily HR operation functions.

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- **HR Management:** Consolidated HR functions previously managed by several different practices into standardized organization protocols to manage all generalist affairs. Trained and supervised other assistants. Conducted needs analysis and environmental assessments to provide businesses with options and best practices regarding staffing, training and development, compensation, and acquisitions.
 - **Risk Management:** Developed practices, policies, SOPs, and strategies to mitigate liabilities in areas related to negligent hiring, workers compensation, unemployment insurance, OSHA and safety compliance, and payroll processing.



PAUL WINSPEARE, MBA, BS-HRM, SPHR, PHR, aPHR, M.:

EDUCATION & PROFESSIONAL CREDENTIALS

MBA – Strategic Leadership (*HR Development focus, highest honors*)
Fisher College, School of Graduate and Professional Studies

BS Degree – Human Resources Management (Summa Cum Laude)
Fisher College, Division of Accelerated and Professional Studies

Senior Professional in Human Resources (SPHR)
HRCI 800084530SPHR

Assoc' Professional in Human Resources (aPHR)
HRCI 800084530aPHR

Professional in Human Resources (PHR)
HRCI 800084530PHR

Supervisory Leadership Development Certification
MMHR – UMASS Collins Center

EANE HR Leadership Certification
Employers Association of the North East

Master Mason (M.°)
Grand Lodge of Freemasons - Massachusetts

PROFESSIONAL HR AFFILIATIONS

Certified Member – Human Resources Career Institute	(HRCI)
Professional/Committee Member – MA. Municipal Human Resources Association	(MMHR)
Professional Member – Employee Association of the North East	(EANE)
Professional Member – Human Resources Management Association of Western New England	(HRMA)

RECENT & CURRENT PROJECTS (includes but are not limited to)

Organizational Studies and Projects to Meet Business Needs

Facilities Maintenance Department Feasibility Study; design, and implementation (completed)
(I.T. Consolidation & Preservation Plan - Completed)
(Municipal Wage and Salary Study – Completed)
(Ch. 7 Ordinance Gr. 1 COLA Plan – Completed)

Civil Service – Public Safety Talent Acquisition Efforts

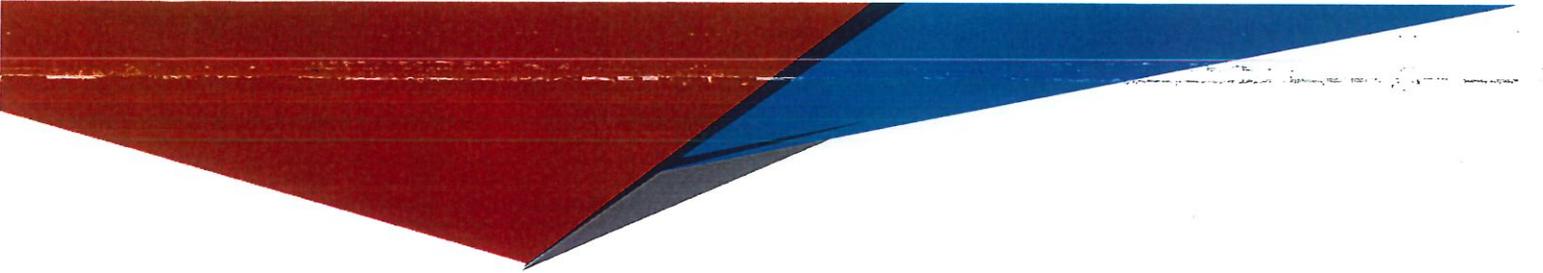
(CPD Talent Acquisition Strategy – *completed*)
(CFD *Talent Acquisition Strategy - completed*)
(CPD Promotional Assessment and Selection Process Design & Implementation - Completed)
(CPD Police Chief Selection Process - Completed)

Professional Development Programs

(Wastewater Career Training Program – *WJC Launched 2022*)
(Springfield College – Emp. Scholarship Program - *Est. 2021*)
(ChcopeeWorks Training & Development Program– *Established*)

HR Human Capital & Org' Strategy

(HR Audit and Improvement Evaluation - completed in 2021)
(Acquisition and Development of Central HR and COEs - 2021)
(HR CoE Support Structure – *established*)



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Work Samples

include but are not limited to the following:

PAUL WINSPEARE, MBA, BS-HRM, SPHR, PHR, aPHR, M.:

FY2023 Human Resources Budget Report



City of Chicopee Municipal Wage and Salary Study



Municipal Salary COLA Assessment Report



**Public Safety Talent Acquisition Campaign
ChicopeeWORKS**



**Chicope Facilities Maintenance Feasibility Report
& Implementation Strategy**



