

DOUG FINE

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HUMAN RESOURCES MANAGEMENT

Organization Development · Training · Staff Development · Employee Relations

Accomplished health care OD leader with seventeen years of progressive responsibilities in key HR/OD functions. Proven success in leading organization-wide improvement initiatives including: leadership development, customer service, performance improvement, Joint Commission readiness, Web-based learning, employee recognition, and Patient Family Centered Care.

EDUCATION

Master of Business Administration (MBA) · Tulane University, New Orleans, Louisiana

Bachelor of Arts (Cum Laude), Liberal Arts / Theology · University of San Francisco, California

CORE COMPETENCIES

- System-Wide Change/Improvement
 - Leadership Development
 - Staff Engagement
 - Human Resources Planning
 - Staffing
 - Retention Strategies
 - Team-Based Problem-Solving
 - Fiscal Management
 - Large Program Design
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PROFESSIONAL EXPERIENCE

MCG Health, Inc., Augusta, Georgia

12/2001 – 3/2009

Director, Organization Development and Professional Learning

Provide leadership for staff of professional and nurse educators to develop, organize, and administer training and staff development programs. Works collaboratively with all constituencies to assess the training and staff development needs of clinical, support, and management staff; and evaluates the effectiveness of training and staff development programs to bring about organizational, group or individual change and performance improvement.

Key Achievements:

- Designed and implemented a progressive and effective leadership development program.
- Implemented an economical e-learning solution to meet various staff training needs for 10,000 learners.
- Developed a customer service infrastructure to improve patient and customer satisfaction.
- Led the employee-perspective survey process and follow-up action to improve staff morale and productivity.
- Designed an effective orientation process for newly hired managers and directors.

Ochsner Medical Institutions, New Orleans, Louisiana

1/1992 – 10/2001

Director of OD and Training,

Director of Compensation,

Director of Employment and Staffing and Employee Relations

Provided leadership in key areas to modernize Human Resources from an old-school "Personnel" function to a contributor of progressive people policies and practices which supported the strategic goals of the Ochsner Medical Institutions. 500 Physicians and 5000 employees.

Key Achievements:

OD and Training

- Designed and instituted an executive business college for physicians and senior management.
- Instituted a 360-degree feedback system for senior executives and middle management.
- Designed and implemented a customer service improvement program with monetary incentives for staff in excess of \$200,000.
- Led enterprise cultural improvement process including a cultural diagnostic assessment, staff learning needs, and leadership development initiatives from the diagnostics.
- Supervised the patient-satisfaction survey process with a third party statistician vendor.

Compensation

- Restructured management pay system during reorganizing and down-sizing.
- Designed new management performance evaluation instrument and system.
- Designed and conducted employee focus groups on compensation program satisfaction.
- Managed all day-to-day functions including job analysis, performance management, pay policy design and compliance.

Employment and Staffing

- Maintained nurse vacancy rate at 3.4% for two consecutive years.
- Improved days to fill lag time from 62 days to 44 days in an 18 month period.
- Instituted a recruitment bonus program for employees referring job prospects.
- HR liaison for mergers and acquisitions.
- Designed effective interview training class for hiring managers and directors.

Employee Relations

- Designed and implemented a formal review (grievance) policy and procedure.
- Trained managers on all aspects of employment law and effective corrective action.
- Designed and conducted annual employee satisfaction surveys.
- Day-to-day responsible for all staff terminations, staff-reductions, individual performance improvement plans, EEOC charge investigations with 100% favorable outcomes, staff discipline, staff and management coaching, corporate policy development.

United States Navy, Commissioned Officer

1981 – 1991

Ten years of service including engineering division officer, personnel officer, head of plans and training department, public affairs and legal officer. Directly responsible for the work of approximately 75 enlisted and civilian staff at a large urban naval station. Received the Navy Achievement Medal for professional accomplishments.

Adjunct Instructor, University of New Orleans, New Orleans, Louisiana

1998 – 2002

Taught graduate level Strategic Human Resource Management, Health Care Management and Staffing and Employee Development.

PROFESSIONAL ASSOCIATIONS

Society For Human Resource Management (SHRM)
American Society For Training And Development