


Boise Young Professionals – Mentor Profile	
Contact Information 	Name: Jim Hickey Company: Blue Cross of Idaho Title: Senior Vice President, Human Resources Industry: Insurance Phone: 208-331-7322 Email: jim.hickey@bcidaho.com
Brief Education/Work/Personal History	Work History: See Included Resume Education History: See Included Resume
What is your definition of leadership?	The ability to create followership that inspires others to adopt your mission and to sacrifice if necessary to achieve it.
What are you passionate about in your industry?	Passion(s): 1 It is perpetually changing 2 Its ability to fundamentally improve the life of every Idahoan
Most important life lesson learned.	That people are capable of far more than they believe is possible and that every individual makes a difference
Mentoring Format/Philosophy: (Organized agenda vs. social/roundtable)	Topically focused roundtable
Potential roundtable topics	Self-Discovery; know yourself and your brand Book Study and discussion Career Management Discovering and leveraging your strengths Others TBD based on the interest of the group
What do you hope to gain from this experience?	To give back and invest in others as the most influential people in my life have done for me.
How much time do you expect participants to dedicate outside of group meetings?	1-2 hours monthly
Preferred meeting frequency, time of day, and location	1. 2 times monthly for 3 months 2. Late afternoon/evening (dependent upon participant availability anywhere between 4:30 and 7:30) 3. Location TBD

JAMES D. HICKEY

(614) 571-7196 | jhickey1114@gmail.com

PROFESSIONAL SUMMARY

Senior-level human resources executive focused on business outcomes with broad experience in change management, workforce planning, talent management, executive coaching, human resource strategy development, and organizational effectiveness coaching.

KEY STRENGTHS

- Collaboration, communication and teaming skills that engage and energize others to contribute their best.
- Demonstrated influence skills necessary to consult with and shape the thinking of leaders at all levels of an organization.
- Large-scale transformation leadership including outsourcing, lean management system implementation and shared services.
- Leadership courage necessary to develop, coach and counsel with diplomacy and conviction.
- Ability to select, mentor and lead highly engaged, high performing teams.
- Data oriented mindset that utilizes metrics to measure impact and return on HR initiatives.

PROFESSIONAL EXPERIENCE

Blue Cross of Idaho • Boise, ID • January 2017 - Present

BCI is Idaho's oldest health insurer providing coverage for approximately one quarter of the state's population. With a goal to be the best at helping people improve their lives with access to quality healthcare and financial peace of mind, BCI employs approximately 1,000 associates.

SVP, Human Resources

Responsible for all aspects of Human Resources including the development and execution of talent strategies, culture building, leadership coaching, core HR service delivery and organizational transformation in a dynamic, constantly changing industry.

Nationwide Mutual Insurance Company • Columbus, OH • 2005 – January 2017

Nationwide is one of the largest insurance and financial services organizations in the world. With nearly \$40 billion in revenues, Nationwide ranks #69 on the Fortune 500 list and is rated A+ by A.M. Best. Nationwide employs more than 33,000 associates across the United States.

AVP, Human Resources, April 2009 - June 2016

Responsible for leading the delivery of strategic human resource consulting and services for an employee population exceeding 3,500 associates.

Human Resources Officer, October 2005 - March 2009

Responsible for leading a staff of ~50 associates to deliver Human Resources support, and Learning & Development enablement aligned with a human capital strategy created to ensure the predictable delivery of business outcomes through the utilization of ready-now human resources both internal and external to the company.

Significant Accomplishments:

- Instituted and led quarterly talent review and readiness processes to engage senior leaders in the identification of successors for critical roles, oversee development action planning for high potential leaders and proactively assess future talent needs.
- Through applied analytics created predictive model for identifying talent needs and consequent sourcing strategies to ensure ready now resources were available to meet emerging business needs.
- Established and led standard performance management and calibration processes to identify and reward high performers and drive accountability for performance improvement planning.
- Played a leadership role in the implementation of a standardized organizational model, leadership structure and profession framework that has enabled consistent staffing, compensation, performance and career progression processes for a function of more than 6,000 associates.
- Designed the HR and change management practices used to support the implementation of lean IT across multiple IT functions for a realized savings exceeding \$53 million dollars annually.
- Grew and matured college intern program to create a reliable pipeline of ready-now entry level talent.

- Through the application of effective organizational change management practices, improved associate engagement over a 3 year period while implementing significant transformational efforts including centralization of more than 1,500 from across the enterprise in combination with headcount reductions.
- Reduced turnover for 3 consecutive years through the design and implementation of retention practices focused on identification and customization of retention actions for most highly skilled, high performing associates.
- Led the consolidation and ongoing operation of a Learning & Development function comprised of ~40 associates with over 15 million in annualized spend to better align resources and maximize the impact of dollars invested for skill uplift.

Cardinal Health, Inc. • Dublin, Ohio • 2000 - 2005

Cardinal Health, is a global leader in health care products and services. A \$100 billion Fortune 21 company, Cardinal is routinely rated #1 in its category of Fortune 100 Most Admired Companies. Cardinal employs more than 40,000 employees worldwide.

Vice President, Human Resources, July 2001 - October 2005

Served as the senior human resource executive responsible for all aspects of HR support and service delivery for the Corporate headquarters of Cardinal Health, Inc.

Senior Human Resources Director, March 2000 - July 2001

Hired as the Senior Human Resource Director supporting the Pharmaceutical Distribution business in Dublin, Ohio.

Significant Accomplishments:

- Conceptualized, designed and reorganized the Corporate HR function of 37 FTE into 3 centers of excellence focused on administration (Employee Service Center), internal consulting (HR Business Partners) and Talent Acquisition.
- Grew the base of employees served by the Employee Service Center from a pilot population of 1,800 to over 10,000; realizing over 20% in annualized cost savings and improved customer satisfaction.
- Staffed and re-skilled a team of 13 HR generalists to perform as internal consultants focused on strategic HR consulting, talent management, succession planning and performance management.
- Led the organizational design, slating, staffing, change management and standardization of people related processes necessary to implement IT Shared Services for a function of ~3,000 FTE's across the U.S. and Europe.
- Instituted Human Capital and succession planning processes for all IT staff; resulting in the identification of talent gaps, the creation of proactive staffing strategies and an ability to identify emerging leaders in the organization.
- Designed and implemented a High Potential Talent program aimed at identifying and accelerating development of an emerging leader population.
- Led the HR planning and integration efforts for a 6 billion dollar competitor company acquisition; resulting in the realization of pre-acquisition synergy targets 14 months ahead of schedule.

NCS HealthCare, Inc., • Hilliard, Ohio • 1994 - 2000

NCS HealthCare is an institutional pharmacy provider operating nationwide, with more than 1.5 billion in annual revenue and more than 5,500 employees. (NCS was purchased and is now owned by CVS).

Vice President of Human Resources and Leadership Development, June 1995 - March 2000

Responsible for human resources, payroll, benefits, learning & development, and new acquisition integration for NCS HealthCare, Inc.

Director, New Acquisition Integration, June 1994 - June 1995

Responsible for leading due diligence and acquisition integration efforts for HR, Finance, Procurement, Operations and Quality functions.

Significant Accomplishments:

- Built and led an HR function supporting 5,500 employees for an organization with more than 80 operating locations, 4 distinct business areas and a rapid growth through acquisitions strategy.
- Held responsibility for all aspects of HR including Business Partners, Payroll, Benefits, Talent Acquisition and Learning & Development

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- Standardized health and welfare benefit plans across the organization to streamline administration and better control costs with first year savings of ~1million dollars.
 - Instituted the use of Employee Engagement survey's survey to help establish focus and priorities for driving a common culture across a company built through mergers and acquisitions.
 - Conceived and implemented NCS University, an internal learning vehicle established to provide associate education through self-study, classroom based, and on demand electronic training courses.
 - Developed and executed strategic integration process for more than 47 new acquisitions resulting in improved financial performance, ongoing customer retention and the establishment of associate commitment to NCS and its mission.
 - Oversaw all integration tasks including representation of Human Resources in due diligence process, transition of all benefit plans and human resource policies, coordination of changeover in accounting procedures, implementation of new purchasing programs, establishment of timetables for conversion to a proprietary information system, and identification of best practices of acquired company for implementation at other NCS sites.
 - Served as the senior management leader responsible for resolving transitional issues at companies acquired by NCS.

Additional Work History:

Integral Sciences, Inc., • Columbus, Ohio • January 1993 - September 1993

Operations Manager

Managed all aspects of a laboratory providing environmental testing services to clients throughout the United States in conjunction with the Federal Clean Air Act.

GTE Directories Sales Corporation • Worthington, Ohio • 1988 - 1993

District Manager, March 1990 - January 1993

Promoted to cooperatively establish a new sales and service department comprised of 35 associates working in an outbound calling environment.

Account Executive, May 1989 - March 1990

Promoted to manage sales territory generating over \$1 million annually.

Customer Service/Telephone Service Representative, January 1988 - May 1989

Began career with GTE in the capacity of a Customer Service Assistant following college graduation.

EDUCATION AND CERTIFICATIONS

The Ohio State University, Columbus, Ohio, B.A. Communications

Certified SPHR (Senior Professional in Human Resources), December 1997

PROCSI Professional in Change Management Certification, June 2010

VOLUNTEER EXPERIENCE

- Columbus 20/20 Member of Talent Attraction and Development Core Team
- United Way Chair for Nationwide HR Function, 2013 & 2014
- American Red Cross lifetime blood donations exceeding 3 gallons
- Mid-Ohio Food Bank and Hunger Relief volunteer
- Community Care Day volunteer
- Cardinal Health Charitable Giving Foundation board member (past)