

# Sheba N. Marshall

## **EDUCATION**

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Executive MBA, Kent State University, Kent, OH

Bachelor of Arts, Business Administration, Baldwin Wallace College, Berea Ohio

Diversity, Equity and Inclusion Leadership – Cuyahoga County

Leadership Institute – Kent State University

SHRM-SCP

PSHRA-SCP

HRCI-PHR

## **PROFESSIONAL EXPERIENCE**

June 5, 2023 – Current

**Kent State University**

**Executive Director Benefits, Wellness and Health Promotion**

- Serve as a strategic HR leader responsible for the design, administration, and compliance of university benefits as well as health and wellness programs for faculty and staff. Ensures program strategy and objectives adhere to current regulations and disseminates university-wide communications to promote health and wellness consumerism, engagement, and self-care. Champion for evidence-based and collaborative practices to design, integrate and coordinate benefits with health and wellness programming based on population health strategies.
- Lead the development of new initiatives to establish competitive and cost-effective benefits and wellness programs. Responsible for developing and maintaining strong connections with university leadership and internal and external stakeholders, and community partners. To ensure all programming considers both inclusivity and the diversity of the University population.
- Serve as a strategic partner with bargaining union leadership to improve partnership collaborations, offer education and training programs to create a more informed constituency, via improved communication channels such as the Health Benefits Review Committee, webinar programming, and website design
- Serve as strategic HR leader responsible for the administration, compliance, and recommendations for the workers' compensation, tuition waiver and leave administration programs,
- Provide Utilize Kent State's leading HRIS technology and online enrollment tools to facilitate engagement with our workforce.

May 1, 2023 – June 2, 2023

**CUYAHOGA COUNTY, Ohio**

**Returned to Previous Position – Human Resources Director, Total Rewards**

November 4, 2021 – May, 2023

**CUYAHOGA COUNTY, Ohio**

**Interim, Chief Human Resources Officer**

- Evaluated the County's human resources business plan in accordance with the County's overall mission and established goals and creating paths and actionable steps towards achieving these goals.
- Transformed the County's recruitment strategies to include one-stop shop hiring events where all parties involved in the hiring process came together in one place (hiring event) to complete all the steps necessary to issue a condition offer of employment in the same evening. Thirty-three events were held, all successful in increasing the number of applications received and reducing the time between posting and filling positions
- Issued twenty-three RFP's and awarded fifteen contracts valued at approximately \$352,674,305. The County will experience a cost savings of approximately \$21,834,341 over a three-year period to begin in 2022 and continuing into 2023 and 2024.
- Conducted Labor Management meetings with in-house Counsel and Chief of Staff and Cuyahoga County Council on matters of negotiation strategy and outcomes for thirty-three (33) bargaining units.
- Participated in the successful Go-Live of the MyTime timekeeping/S3 payroll system in a four-month period for over 5,200 employees.
- Spearheaded a project to complete a market study of the Salary A Class Plan, resulting in moving the salaries for employees closer to market wage, driving Cuyahoga County closer to becoming an Employer of Choice.
- Implemented a Tuition Reimbursement Program for Cuyahoga County employees – creating avenues of opportunities for employees' development and growth.
- Provided HR leadership and counsel on matters involving people and change/cultural management. Conferred with County officials to plan business objectives, develop organizational policies and identified opportunities within the County for long-term cost savings regarding personnel decisions.
- Lead presentations to County Council and other executives, to define goals and initiatives as it relates to human capital strategy for the County and rationale behind significant HR policy changes and decisions.
- Developing human resource planning models to identify talent gaps, both immediate and in the future, and develop programs to fill the identified gaps. This includes working on developing a formal succession planning strategy as well as training and development programs.
- Supervised all reporting staff. Mentors, coaches, trains, and develops assigned team members. Sets goals, objectives, staffing and work standards, and monitors performance against standards. Acts as resource and support to staff, removing barriers to effective performance.
- Developed and managed the budget and other financial measures of the HR department.
- Leads and participates in the implementation of various cross-departmental projects and strategic initiatives that address continuous improvement of operational processes.
- Continually assesses the competitiveness and success of all HR programs and practices against relevant organizations, industries, and markets.

August 17, 2020 – November 3, 2021

**Human Resources Director, Total Rewards**

- Provided strategic direction and oversight for the County's healthcare and benefits plans to include issuing nine RFP's representing the County's health care plans and associated benefits.
- Provided ongoing interpretation of healthcare and benefit plans to County Senior Leaders, County Council, general employee population, and regional partner.
- Worked with consultant to identify various benefits options and premium strategies, that continue to establish the County as a leader in providing healthcare options for both County employees and our regional government entity participant.
- Implemented a more robust Employee Wellness program, as part of the strategic goal to improve employee engagement by allowing employees more and varied opportunities for participation.
- Implemented and administered the compensation philosophy and programs for unclassified and classified non-bargaining employees. Made key recommendations and decisions on all programs implemented and ensures related compensation programs were reviewed for internal equity, external competitiveness, and budgetary constraints.

- Continued participation in the continued development of the Global Human Resources module (GHR) within the INFO ERP system utilizing HRIS
- Worked collaboratively with the PRC to manage compensation programs for classified employees.
- Provided oversight, direction, and supervision for all reporting staff. Mentors and develops assigned team members. Conducts regular and ongoing evaluations of team members' performance. Trains team members, for purposes of upgrading skills, knowledge and competencies. Coaches and disciplines as necessary. Manages section's working relationships.
- Oversees and manages all related expenses and budget allocations.
- Represented Human Resources as a member of Cuyahoga County's the Equity Commission, Workforce Funders Group and other Community Outreach organizations .

July 16, 2018 – August 14, 2020

**KENT STATE UNIVERSITY, Kent, Ohio**

**Director, University Benefits**

*Employee Benefits Programs*

- Successfully completed three-year initiative to provide strategic direction for the university's health care plans, and align wellness strategies with the university's philosophy, organizational values, and goals to attract, retain, and develop a diverse workforce in support of the university's mission
- Partner with Employee Wellness to identify comprehensive organizational wellness initiatives
- Develops implement and administers organizational cost effective and competitive benefits programs, philosophy, policies, procedures, practices and programs
- Provides ongoing interpretation of healthcare and benefit plans to VP for HR and senior leadership, general employee population, and regional partners working in partnership with consultant
- Provides ongoing accurate healthcare and benefits utilization analysis, preparing, distributing and effectively communicating information through both verbal and written reporting and summaries.
- Works with consultant to identify various benefits options that establishes Kent State University as a leader in providing healthcare options for all local and regional campus as well as the university's medical school, College of Podiatric Medicine
- Effectively and consistently manages relationship with healthcare and benefit providers, benefits consultant, and all other key stakeholders associated with providing benefits.
- Research and compile data to complete benefits-related reports and surveys
- Provided oversight for the RFP processes to negotiate health and welfare benefits renewal contracts
- Participate on the organization HRIS' Banner leadership team designed to provide the overall direction for decisions regarding HRIS design, maintenance, reporting, and analytics
- Conducts regular and ongoing evaluations of team members' performance
- Trains team members, for purposes of upgrading skills, knowledge and competencies
- Able to coach and redirect behavior as necessary to minimize discipline

*Workers' Compensation*

- Provide oversight and overall direction in the administration of the University's workers' compensation program. Responsibility include claims management, communication with employees, managers, insurance carrier and third-party vendors.
- Ensure information is forward/reported to the appropriate oversight agencies (BWC, OSHA) in a timely manner. Work collaboratively with university stakeholders in long-range planning activities in reduction of costs and claims and to provide alternative ways of ensuring safe places and space to work.

*Leave of Absence Administration*

- Provide leadership and oversight for university's leave programs including Family and Medical Leave,

disability leave, military leave, leave of absence without pay, leave donation and most recently FFCRA and EFMLAE

- Provide training and counseling to managers, supervisors and employees on leave policies, processes and compliance, appropriate governmental rules and regulations to include ADAAA accommodations
- Implement cost-saving measures by providing a transitional work program allowing injured workers to return to work sooner

*Tuition Waiver*

- Provide direct oversight responsibility for administering the tuition waiver program for employees, dependents and retirees

Aug. 16, 2017 – July 15, 2018

**Manager, University Benefits**

- Managed a comprehensive employee benefits package including healthcare, promoting and administering 403(b) and 457 retirement accounts, state retirement systems flexible spending accounts, voluntary benefits offerings
- Provide input on design of a comprehensive university benefit plan
- Administered workers compensation programs and worked closed with the university's safety division, MCO, and BWC representatives on safety education and programs
- Provide ongoing interpretation of effectiveness of safety measures and programming by providing utilization analysis, preparing and disseminating reports to HR leadership
- Provide direct oversight for Leave of Absence and Tuition Waiver programs
- Manage the operations of the benefits staff and oversee the maintenance of all employee benefits records
- Maintain records retention schedule.
- Update the employee community regularly.

December 2014 – Aug. 15, 2017

**Assistant Manager, University Benefits**

- To assist in the management of activities of staff in benefits department. Serves as the project leader to plan, organize, coordinate and implement the university activities in the areas of enrollment, benefit education, leave administration and retirement programs.
- Serve as the project leader on assigned projects; plan, organize, coordinate and implement the university activities in the areas of benefit education, new hire and open enrollment, disease management, leave administration and retirement programs.
- Collaborate with appropriate divisional and cross divisional units to assess needs and delivery of appropriate programs.
- Provide regular metrics on department performance to the Manager of University Benefits.

April 2008 – November 2014

**Coordinator, University Benefits**

- Under supervision of Manager of University Benefits, provides professional services to coordinate and serve as primary contact for benefit programs provided by the university. Research, develop, implement, monitor and recommend changes for employee benefit plans; process annual open enrollment, ongoing benefits and billing, ensure completion of required documents; compliance with legal requirements related to plan administration and federal, state and local agencies (ERISA, COBRA, HIPPA, etc.); assist in plan designs, preparation and summary descriptions; maintain audits of all enrollments, life events and

terminations; advise employees on benefits, leave of absences, FMLA/disability; deferred comp, etc.

November 2004 – April 2008

**CITY OF CUYAHOGA FALLS, Cuyahoga Falls, OH**

**Human Resources Coordinator**

- Worked with HR Director to implement and administer the compensation philosophy and programs for full-time and seasonal employees
- Made recommendations and decisions on all programs implemented and ensured related compensation programs were reviewed for internal equity and external competitiveness
- Worked with the city leadership and the Civil Service Commission to prepare post job openings and exams for police, fire and other appropriate internal and external positions
- Updated job descriptions as necessary and appropriate
- Collaborated with a variety of community organizations to effectively attract and recruit diverse and qualified applicants
- Conducted pre-employment screenings
- Worked in partnership with City managers to determine seasonal part-time labor needed for the City's Summer Youth Program and Fall Leaf program, to include recruiting, interviewing and hiring as appropriate
- Conducted new employee orientations for seasonal personnel
- Routinely responded to compensation and benefit surveys and made recommendations based on global survey data results
- Reviewed and revised/updated SPD per negotiated benefit contracts, plan design changes and applicable industry changes
- Conducted management/employee training on employee benefit changes, drug and alcohol programs and FMLA administration.
- Administered the City's drug and alcohol program to ensure compliance with DOT regulations, to include scheduling drug and alcohol testing for random, pre-employment, post-accident and follow-up testing. Monitored completion of all required/appropriate programs.
- Developed HR newsletter and benefits communications.
- Advised managers and supervisor on employment law and City policy questions.
- Administered Family and Medical Leave program to include monitoring for compliance and appropriate usage

**AKRON SUMMIT COMMUNITY ACTION, Akron, OH**

September 2000 – October 2004

**Benefits Coordinator**

- Reviewed resumes, scheduled and conducted interviews and background checks, represented the Agency at career/job fairs.
- Conducted both new hire orientations and exit interviews for employees regarding employee benefits plans to include EAP, medical, dental, prescription and retirement and 401(k) plan options; COBRA coverage and HIPAA rights,
- Developed and implemented a Transitional Work Program and served as the Return to Work Coordinator to address lost-time costs. Assisted in providing employees a safe environment for returning to work.
- Completed development of a Drug Free Workplace program and policy and served as the Agency trainer for management and employees.
- Administered the Workers' Compensation and FMLA programs
- Counseled management and employees on a variety of day to day issues such as personnel policies and employment law issues

- Completed annual EEO reports

**FEDERAL RESERVE BANK, Cleveland, OH**

January 1981 – April 2000

**Benefits Coordinator, Administrative Assistant, Customer Service Representative**

- Counseled employees and processed all paperwork for leave of absences for both long and short term disability, retirements, resignations and separations. Counseled employees on all benefit plans. Served as the liaison between employees and vendors to troubleshoot and resolve benefits coverage issues, eligibility and claims processing. Conducted all new hire programs to include tours of the facility and historical and current knowledge of the Bank's evolution, primary purpose and goals
- Administered skill-level testing and conducted preliminary candidate interviews. Fielded questions concerning personnel and management policies and appropriate action
- Coordinated and attended monthly senior-level management meetings. Developed agendas, prepared presentations and negotiated time restraints with senior personnel
- Administered skill-level testing and conducted preliminary candidate interviews