

**Dana R. Harper**  
**Barrington, IL**

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**Human Resources Leadership**

**A driven and collaborative executive with extensive diverse experience, including HR-focused government service for both the DOD and DOJ, HR consulting and HRIS implementation, talent acquisition, HCM, HR shared services and sales leadership.**

**Career Highlights**

- Transformational talent, HR change, HR outsourcing and program leader.
- Unflinching leadership, problem solving, and interpersonal skill combined with a penchant for data analysis/utilization in decision-making.
- Laser focus on goal and objective achievement through focused and passionate team building, very strong client relationships and technology utilization.
- Thrive in challenging and ambiguous environments with demanding expectation, time, budget and skill requirements.

**Experience**

**DRH Consultants LLC - Global**  
**Founder**

**November 2019 – Present**

Driving transformation through talent.

- Senior HR business partner accountable for driving the continuation of a four-business HR transformation in terms of new competency models for new business, creating a global talent acquisition strategy and associated processes, employee assessment and skill gap analysis against new business goals, and all related employee relations activities for a commercial real estate company pivoting from a distributed to centralized workforce (all in the middle of a global pandemic).

**ACCENTURE - U.S./Midwest Market**  
**Regional Sales Director**

**May 2017 – November 2019**

Established and operated a brand-new industrialized sales engine for Mid-Market Sales in the Midwest.

- Created and filled previously non-existent sales role to address mid-market needs in the mid-west. Expanded one existing client relationship to close a managed services deal (from a footprint of outsourced technology support only) to go from \$23M to \$38M in revenue in one year (65% growth).
- Established strong external brand expansion by leading weekly LinkedIn content publishing and sharing to support sales campaigns. Served as an expert and advisor both internally and externally on sales best practices.

**ACCENTURE - Global**  
**HR Shared Services Director**

**September 2016 – May 2017**

Created and oversaw a client-save program to bring service levels to contractual levels by partnering with Ultimate Software post tool implementation. Re-booted a team in India and the Philippines to ensure contract targets were met.

- Turned a global outsourced team's performance to HR contractual requirements from 40% of "meets" to 90% to see a reduction in days to close that brought operating margin on the deal from 23% to 32%. Upskilled teams in Application Outsourcing, improved transaction processing and worked with US-based software vendors around the clock to turn application performance around in 60 days without client support (relationship was near-irreparable).

**ACCENTURE - Global**  
**Global Shared Services Director**

**April 2015 – September 2016**

Commanded all Outsourced Services for a large technology client of Accenture's in Silicon Valley. Ran a program to stand up the HR area of work and then created continuous improvement plans to ensure contractual requirements were met.

- Led a 1000-person global organization across the US, UK, China and India to serve this client.

- Transformed this area of the P&L for the overall client leadership team. This included revenue management, backlog creation, sales pipeline management, work proposals and profitability target achievement. Sold over 45M in new work and maintained Accenture's margin requirements (confidential).
- Re-imagined all improvement and run operations for a floundering HR "tower" of work to see contractual requirements met (where previously they were not).

### **ACCENTURE – North America**

#### **North America Talent Acquisition Director**

**October 2012 – April 2015**

Ensured hiring targets were met by leading 500 Recruitment Marketing, Recruiters (Executive, Campus, Diversity and Military), and Administrators partnering with the CHRO and business leaders across the organization.

- Continually asked to market Accenture externally by publicly speaking at conferences, holding events with other partnering companies and served as the face of Talent Acquisition across Chicago.
- Changed recruiter productivity for the better by 20% by finding new ways to measure hires, TTF and leading the recruiting team to streamline the interview process, take a consultative approach with hiring managers and digitize the candidate screening process in a team that had been transactional in the past.
- Completely changed the recruiting candidate selection process to see Accenture North America succeed in being recognized as a leader in Military Hiring and a top target for Campus Candidates externally in the market. Today, Accenture is top 10 in the market whereas they had not been on the map before.
- Digitized Accenture's entire candidate experience to include process transparency and tracking for both internal and external candidates so that people have complete transparency in recruiting.

### **General Electric (Healthcare)**

#### **Human Capital Operations Director**

**June 2011 – October 2012**

Responsible for creating fresh and implementing human capital/talent management practices across global consulting practices. This included workforce/capacity planning, recruiting, competency/capability development, career management, and efficiency/metrics.

- Led the development a unique talent assessment process (called a Talent Review board) that drove partnership across the Talent agenda between managers, employees and HR (executive development/EE).
- Provided end to end human resources business partner leadership for multiple global functions and C-Suite leaders.
- Transformational coached managers and HR peers on human capital practices, with a primary focus talent development/organization effectiveness in a consultative environment (not just healthcare).
- Ensured without a doubt that business leaders were staffing, developing, rewarding and retaining talent to ensure world-class diversity and inclusion metrics while maintaining employer of choice status.

### **ACCENTURE – UK and Australia**

#### **Learning and Development Director**

**August 2002 – June 2011**

Delivered learning and employee development assets to clients across the UK, Ireland, France and Australia.

- Improved client relationships in Ireland from detractor status to active supporters and references at Ireland's largest bank.
- Achieved group productivity, profitability, staffing, contracting and reporting according to internal and client business requirements.
- Transformed global workforce onboarding, skills, engagement and ongoing risk management using a fit for purpose Talent Management program (in addition to Accenture's standard processes).
- Sold Learning and Organizational Development and pitched to all prospective external clients.

## **Additional Experience**

Senior Consultant, Accenture  
Training and Instructional Design Specialist, U.S. GOVERNMENT-DOD and DOJ

**2001 - 2002**  
**1994 - 2001**

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## **Education and Language Abilities**

**Master of Human Resource Development**, University of Oklahoma

**Bachelor of Arts, French Education**, University of Colorado

**French**, fluency (speak, read, write)