



CURRICULUM VITAE

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Senior Consultant

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EDUCATION

J.D., Southern Methodist University Dedman School of Law
Dallas, Texas 1994

B.A., Texas Tech University
Lubbock, Texas 1990 – *Magna cum laude*
Dual major in Latin American Area Studies and Spanish

PROFESSIONAL EXPERIENCE

Employment Practices Solutions, Inc.

Senior Consultant

October 2018 - present

Conduct investigations into complaints of workplace misconduct. Provide guidance to employers and expert witness testimony concerning sound personnel practices, policies and procedures. Facilitate training programs on a broad range of employment laws and issues, including investigation procedures, harassment and discrimination prevention, leave management, DE&I, effective hiring, disciplinary action and other workforce policies and practices. Provide one-on-one coaching to employees and leaders following investigations.

Citigroup, Inc.

1993 - 2018

The leading global bank, Citi has approximately 200 million customer accounts and does business in more than 160 countries and jurisdictions, providing consumers, corporations, governments and institutions with a broad range of financial products and services.

Managing Director, Head of Employee Relations & HR Policy

2013 – 2018

- Responsible for global oversight, tracking and reporting of the handling of 2000+ HR related ethics hotlines annually, interfacing with the Ethics Office and regional partners to ensure timely and thorough investigation and appropriate resolution of all issues
- Chaired the Global HR Policy Committee to strengthen the policy governance structure, drive consistency in the application of global HR policies and practices, and further embed a culture of ethics, integrity and respect across all regions; represented the HR function on the Citi Policy Committee and interfaced with U.S. regulatory authorities regarding HR policies, processes and controls relating to addressing improper employee conduct
- Led a team of ER Advisors who conducted thorough and independent review of 1500+ employee concerns raised in North America annually, including ethics and executive complaints, complaints raising legal claims, and those involving highly sensitive or complex issues. Partnered with other internal stakeholders such as

Compliance, Security, Audit and Employment Law on investigations of employee misconduct and review of federal and state agency charges

- Provided guidance on the full range of employee relations issues across all businesses, covering all phases of the employee lifecycle including organizational restructuring and executive separations, translating the business strategy into the optimal organizational structure and identifying the best way to accomplish the business objectives within a legally defensible framework; responsible for administration of and adjudicating claims against the U.S. Separation Pay Plan
- Drove strategic HR and policy initiatives, including process reengineering, cross-business standardization, benchmarking, monitoring employment related legislative and regulatory changes, and development of communications and training for HR professionals to support and ensure understanding of the changes; served as a member of the Benefits Plans Administration Committee
- Provided expertise on best practices in crisis management situations impacting employees and the business operations, including workplace violence and natural disasters; represented HR on the Crisis Management team

Director, Employee Relations COE

2010-2013

- Built a centralized Employee Relations function within the COE to support the Consumer Banking businesses in North America (13,000+ employees across the Cards, Retail, Commercial and Mortgage Banking channels)
- Led a nationwide team of ER Advisors in providing coaching and consultation to managers and employees on the full range of employee relations and policy issues, including formal disputes, problem resolution, investigations and ER and performance management skills development for managers
- Focused on building managerial capability through partnership with the business to review and resolve workplace concerns, analyze trends and provide coaching and recommendations to increase manager and employee engagement

Senior Vice President, Employee Relations COE

2007-2010

- Provided guidance and training to HR professionals supporting the Consumer O&T businesses (40,000+ employees) regarding the handling of employee relations issues, including policy interpretation and administration, legal and regulatory compliance.
- Played a lead role in key HR policy initiatives, including building consensus across the major lines of business to harmonize from five to one Employee Handbook in the U.S.
- Led the development of online, self-paced anti-harassment and discrimination training for managers and employees to satisfy various state regulatory requirements and further embed a culture of respect and inclusion

Director of Employee Relations and Sector HR-Retail Distribution North America

2006 - 2007

- Led team of professionals in providing HR business partner support for RDNA functional areas and for the Citibank Direct (digital) business channel, partnering with senior leaders on organizational strategy, performance management, executive staffing, compensation, talent and organizational development, employee relations and coaching/counseling.
- Counseled and advised both management and HR professionals across the RDNA businesses (35,000 employees in Citibank, CitiFinancial, Primerica, Citi Assurance) on complex issues relating to employment law and human resource policies and procedures, including a major corporate restructuring initiative; focus on integration and alignment in a highly-matrixed, ambiguous environment.

Director of Employee Relations and HR Compliance – Consumer Finance North America

2003 – 2005

- Provided guidance and training to HR professionals in the CFNA businesses (20,000+ employees) regarding the handling of employee relations issues, including policy interpretation and administration, legal and regulatory compliance.
- Investigated and resolved internal and external employee complaints and charges, including harassment, discrimination and highly sensitive or senior level internal issues.

- Served as operational risk coordinator for CFNA HR, leading cross business team of HR compliance specialists in the development and implementation of Risk and Control Self-Assessment processes and the Consumer pre-employment screening processes
- Assisted with M&A due diligence and integration of acquired employees.
- Drafted, reviewed and approved management and HR training materials and employee communications.

Director of Diversity & Compliance Programs - CitiFinancial Mortgage/Citicorp Trust Bank, fsb/Chesapeake
2001 – 2003

- Managed compliance with employment related policies, laws and regulations, including EEO and AAP.
- Investigated and responded to local, state and federal administrative agency charges and investigations, internal and external complaints, requests for dispute resolution and litigation.
- Developed, implemented and reported on strategic diversity initiatives for the businesses, including training of all key managers and new hires. Conducted in-class diversity training.
- Led cross-business diversity initiatives in the DFW area, including planning and coordination of awareness and heritage events, development of Diversity Alliance website, communications and HR training on various topics including transgender employees in the workplace.

Vice President, Assistant General Counsel- Associates First Capital Corporation (acquired by Citigroup)
2000 – 2001

- Managed employment litigation, internal and external dispute resolution.
- Researched and responded to state and federal administrative agency charges and regulatory matters.
- Consulted with HR professionals regarding hiring and personnel issues, HR policy administration and fair employment practices compliance.
- Conducted research on various state and federal employment law topics.
- Reviewed and approved training materials.

LICENSE/CERTIFICATIONS

Licensed attorney in the State of Texas since 1994

MEMBERSHIPS

State Bar of Texas
Dallas Bar Association
Board of Directors of Workforce Solutions for Dallas County 2006-2010

PUBLICATIONS

Author of article [Navigating the Politicization of Black Lives Matter in the Workplace](#), November 18, 2020
Author of article [Federal Protections for LGBT Individuals-Uncertainty Prevails](#), June 12, 2019