



CURRICULUM VITAE

Dawnette Waters
Consultant

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EDUCATION

B.S. Eastern Oregon University
Major: Business Economics, Emphasis in Human Resources

PROFESSIONAL EXPERIENCE

Employment Practices Solutions, Inc.
Consultant

March 2023 – 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.

Lamb Weston

2016—2022

Lamb Weston Holdings, Inc. (NYSE: LW) is a leading supplier of frozen potato, sweet potato, appetizer and vegetable products to restaurants and retailers in more than 100 countries around the world.

Sr. Director Human Resources
2018—2022

- Strategic HR Partner to the business, proactively managed human capital as a company asset; lead and mentored a global team of 9 direct and indirect reports
- Achieved strategic growth objectives by expanding into new global markets; partnered with a cross functional team to set up new legal entities and hire employees in five new countries. Lead a global HR team to support all internationally based employees including manufacturing locations in China and Australia. Responsible for approximately 500 employees across 14 countries.
- Global HR Lead for all M&A activity; specifically supported two acquisitions in Australia and a Joint Venture partnership in Argentina which positioned the company to achieve its mission of becoming the #1 global potato supplier
- Delivered people strategy for Global Business Unit that delivered half of Lamb Weston's \$3.4 billion in annual sales; supported various corporate functions (Finance, IT, and Human Resources) to enable the business to achieve success
- HR Lead for Lamb Weston Global Pandemic Taskforce that proactively addressed manufacturing challenges and employee safety in a global pandemic
- HR Partner on Global Business Transformation process (ERP); ensured project success with the right compensation incentives, organizational design, and resourcing
- Spearheaded salary planning as part of Annual Operating Plan for the entire organization with the mindset to retain and reward top talent; forecast incremental manpower; and maintain SG&A to Net Sales Ratio

- Created action plans addressing engagement survey results to develop positive employer-employee relationships and promote employee morale
- Strong partner to Total Rewards team to globally implement new salary structures and compensation analysis
- Partner with HRIS to expand Workday functionality to all international employees

Director Human Resources
2016 –2018

- Key member of Global Business Unit Leadership Team, Human Resources Leadership Team, Finance Leadership Team, and IT Leadership team at the time of the spin from ConAgra Foods
- Directly supported the CFO, CIO, and CHRO for strategic and tactical spin related activities to separate Lamb Weston (3 billion net worth) from ConAgra Foods (11 billion net worth), including organizational planning for incremental functional positions (Finance, IT, Human Resources)
- Partnered with a cross functional team (legal, tax, international accounting, IT) to separate 5 legal entities from ConAgra Foods and stand-up 6 new legal entities for Lamb Weston; specifically responsible for creating vendor relationships and setting up global payroll providers and all new global employment agreements/employer substitution notifications
- Created and implemented change management plans to work in parallel with launches of strategic initiatives to maintain a high degree of employee morale during change, such as Lamb Weston Spin, new compensation models, new department structures, and new HR systems
- Launched Talent Assessment and Succession Planning initiatives; leveraging Learning Agilities as the leadership behaviors against which to assess talent; deploying individual leadership assessments based on potential rating
- Conducted internal investigations; resolved grievance disputes; and worked with legal department to update policies to ensure compliance with changing global government regulations

ConAgra Foods/Lamb Weston

2001—2016

Presently Conagra Brands and Lamb Weston – as ConAgra Foods, Inc., the company was one of North America’s leading food companies, with brands found in 97% of America’s households. Lamb Weston was the largest business unit in ConAgra’s Commercial Foods platform.

HR Business Partner
2012—2016

- Customer facing HR Support for various Business Units; provided coaching to create a shared understanding about what needed to be achieved to succeed as a business
- HR Business Partner to the VP/GM of the Global Business Unit (GBU) and member of the GBU leadership team responsible for the top 100 US Chain Restaurants and all the Lamb Weston International business
- Lead the organizational design for the GBU; participated in the org design for the McDonalds Business Unit and the Foodservice Business Unit; including organization planning/design, strategy, structure, role design; critical capability identification; and governance/decision-making
- Acted as Project Manager for a cross functional team (Compensation, Benefits, Legal, IT, HRIS) to integrate ConAgra Foods international employees into global HRIS systems, primary focus on manufacturing facilities in Italy and China
- Assisted the leadership team and employees in all aspects of Talent Management including Performance Management and Individual Development Planning
- Lamb Weston HR lead during a ConAgra wide SG&A reduction; areas of focus included: zero-based budgeting, streamlining management spans and layers; implemented new severance packages and position elimination initiative in compliance with WARN, OWBP, and EEOC
- Managed all leadership training for Lamb Weston; maintained content of leadership classes and managed internal and external facilitators

Regional HR Manager
2007—2012

- Strong member of the Regional Leadership team; mentored the HR Manager at the Hermiston Facility and the HR Generalists at the Boardman facilities to provide HR Support for the South Basin Region of Lamb Weston
- Developed and executed strategies to maintain a union free status for approximately 1,000 employees in the region
- Designed and facilitated Practical Leadership skills for manufacturing leads
- Prepared South Basin facilities for customer required Social Compliance and Ethical Audits
- Leader across Lamb Weston for AAP including annual action plans, applicant logs, and OFCCP audits; established the first “AAP in a day” workshop
- Redesign and centralization of Lamb Weston’s University Relations/Campus Recruiting initiative, resulting in reduction in time-to-fill and an increase in quality of hire
- Annual plant hourly wage and benefits analysis to establish market competitiveness

HR Manager
2006—2007

- Managed all areas of human resources and labor relations for a medium sized non-union manufacturing facility with a team of 6 direct reports
- Managed several areas of human resources such as labor relations, EEO/AAP, and employee communication while decreasing grievances and employee attrition rates
- Provided direction and counsel regarding human resources aspects of plant operations
- Handled requisition, recruitment, interview, and selection processes
- Served as the subject matter expert for a companywide HR reporting roadmap
- Served on a cross functional team across ConAgra Foods to design and facilitate an award-winning Foundations of Leadership program

Finance Manager
2003—2006

- Served as the Plant Finance Manager while concurrently filling the HR Manager role with a team of 7 direct reports
- Oversight of daily Unit Cost, maintenance of Bill of Materials, and weekly/monthly variance analysis
- Prepared yearly budget and monthly plant financial forecasts
- Sarbanes-Oxley—Developed and maintained Sarbanes-Oxley template for the facility

HR Manager
2001—2003

- Responsible for all aspects of HR, Safety, and Security at a small, unionized manufacturing facility with a team of three direct reports
- Strong resource for Plant Manager regarding all areas of Human Resources and Leadership
- Achieved and maintained regulatory compliance in multiple areas including many difficult I-9 issues
- Worked through a difficult relationship with union leadership; participated in union contract negotiations and labor management committee meetings

Kinzua Resources, LLC

1997 – 2001

Privately owned sawmill producing and selling lumber products with two manufacturing locations in Oregon

HR Manager & Log Accountant

- Responsible for all areas of employee relations including accepting applications, interviewing, hiring, discipline, and discharge
- Implemented random drug testing program and ensured compliance with all areas of Worker's Compensation including filing of claims and return-to-work programs
- Bimonthly logging and stumpage payments, taxes, and month-end reports. Performed daily break-even analysis for the sawmill
- Responsible for all Forestry Department details including maintaining superior relationships with landowners and contract loggers. Worked closely with foresters, vendors, and Scaling Bureau to ensure smooth receipt of logs

CERTIFICATIONS & MEMBERSHIPS

EOU Foundation Board of Directors, Secretary and Chair of Membership and Nominating Committee, Present

Leadership Versatility Index (LVI) certified facilitator, October 2020

Herrman International HBDI certified practitioner, October 2015

Ninja Facilitation training by WhatIf!, June 2012

Multi-Cultural Workplace, Better Communication & Cultural Based Value Systems certified trainer, May 2009

ConAgra Foods Foundations of Leadership certified facilitator, April 2006