



CURRICULUM VITAE
Janet M. Smith, Esq.
Consultant

800-727-2766
jsmith@epspros.com
www.epspros.com

EDUCATION

Executive M.B.A., Southern Methodist University Cox School
of Business
Dallas, Texas 2001

J.D. with Honors, University of Texas School of Law
Austin, Texas 1987

B.A., Austin College
Sherman, Texas 1984
Dual major in Political Science and German

PROFESSIONAL EXPERIENCE

Employment Practices Solutions, Inc.

Present

April 1, 2022 - Present

Conduct investigations into complaints of workplace misconduct. Provide guidance to employers and expert 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, DE&I, effective hiring, disciplinary action and other workforce policies and practices. Provide one-on-one coaching to employees and leaders following investigations. Research, prepare and craft responses to employment discrimination charges pending before the EEOC and related state agencies.

Mariner Finance, LLC 2016 - 2021

Once a regional consumer finance company, Mariner Finance now boasts approximately 500 offices coast to coast and offers consumers superior customer service and customized solutions to meet their financial needs with efficiency and compassion.

Chief Administrative Officer and Executive Vice President

- Led the Human Resources, Training, Communications, and Realty Services functions with overall responsibility for improving employee engagement and retention
- Strengthened the “people” functions by mentoring and developing less experienced team members, enhancing policies and investigative practices, adding leadership and diversity programs to the company’s training curriculum, and reducing costs through insourcing employment law work that was previously handled by outside counsel

- Partnered with a team of volunteers to develop a multi-year, measurable People Plan to reduce turnover and improve employee engagement
- Provided executive oversight for all formal responses to the federal Consumer Financial Protection Bureau and similar state agencies
- Developed and launched a diversity initiative to foster an environment of inclusivity
- Implemented corporate-wide communication practices that improved effectiveness and consistency in messaging
- Insourced and personally handled all federal and state EEO charges, successfully mediating or receiving “no reasonable cause” findings on all

Citigroup, Inc.

1990 - 2015

Managing Director, Citigroup; Chief Administrative Officer, CitiFinancial/OneMain
2007 – 2015

- Provided executive leadership over a variety of functions, including training, project management, centralized operations, vendor management, communications, administrative services, community relations, information security, and realty services
- Shepherded the sale of the OneMain business to Springleaf by providing strong project management for 22 separate work-streams and personally leading three of the same
- Relocated the OneMain headquarters to Harbor East, which resulted in the creation of a fully modernized site with a savings of more than \$5MM annually
- Served as the Customer Fairness Officer for the company, delivering business guidance for various federal agency exams and partnering with the compliance and legal teams to address issues in a customer-sensitive and business-appropriate fashion
- Spearheaded a successful, on-budget (\$119MM) project to replace the branch front-end system in the U.S. and Canada; managed the business team (30+ members) that was fully dedicated to the project; led all change management aspects of the project; provided regular updates to federal regulators regarding development and implementation
- Partnered with IT to improve the prioritization and release process for all IT projects and co-led effort to create positive interaction and cooperation between IT and the business

Director of Diversity, Global Consumer Group
2006 – 2007

- Headed the diversity function for all consumer businesses, which included more than 200,000 employees in 51 countries
- Implemented the diversity strategy for talent planning, mentoring and high potential programs, employee network groups, and external partnerships
- Proactively provided advice and counsel on potential employee relations matters to ensure actions taken helped employees feel safe, valued, included, and respected
- Delivered diversity and EEO training, as well as coaching, to senior executives, which resulted in a broader understanding of diversity and equal opportunity

Senior Human Resources Officer, Global Consumer Group (CFNA and Cards O&T)
2003 – 2006

- Served in various senior executive roles including management of human resources and training functions for key businesses: (1) Consumer Finance North America (CFNA), a 23,000-employee division, which included 7 businesses across the U.S., Canada, and Mexico; (2) Cards Operations & Technology (Cards O&T), a 30,000-employee business, including credit card operations and technology in the U.S., Canada, India, and Philippines

- Relied upon as a business leader to implement industrial strength processes to ensure favorable relationships with regulatory authorities and operational compliance and control
- Headed the human resources and benefits work on the Washington Mutual Finance acquisition, which included due diligence, negotiation of contract terms, and a smooth integration of employees
- Integrated best practices and implemented automated solutions across the consumer finance businesses, particularly in areas of compensation, recruitment, HRIS, talent, diversity, employee relations, and organizational development

Senior Vice President of Human Resources, CitiFinancial Mortgage/Citicorp Trust Bank, fsb/Chesapeake
2000 – 2003

- Built a top performing Human Resources team to support the newly integrated and combined real estate lending businesses of CitiFinancial and The Associates
- Successfully transitioned the businesses from multiple compensation reviews and processes to a total compensation approach, culminating in the implementation of an automated solution to manage year-end compensation recommendations and total compensation forecasting
- Provided leadership for the implementation of an internal ADR program for employment disputes, reducing litigation and increasing early resolution of employment concerns
- Delivered coaching and training to the human resources team to ensure best-in-class employee relations practices were followed
- Oversaw the implementation of diversity and EEO training, including a sexual harassment program, and ensured delivery to all management level employees
- Instituted annual delivery of an employee survey and advocacy teams to address identified concerns and improve employee satisfaction and retention
- Proved the value of the human resources function to the business, particularly in the areas of compensation, change management, employee satisfaction, employee relations, and diversity

Senior Vice President of Human Resources, Associates First Capital Corporation (acquired by Citigroup)
1998 – 2000

- Promoted to Senior Vice President with generalist responsibility for the consumer finance businesses and corporate wide responsibility for employee relations (including EEO investigations) and diversity (including training and affirmative action plans)
- Provided change management support for the implementation of PeopleSoft, including employee and manager self-service
- Reengineered the variable incentive compensation process, shortening cycle time from 45 to 15 days
- Selected to design and deliver sexual harassment training to all senior executives

Vice President & Assistant General Counsel, Associates First Capital Corporation (acquired by Citigroup)
1990 – 1998

- Served initially as the sole employment lawyer and eventually led the employment and labor practice with supervisory responsibility for others
- Interacted regularly with the Department of Labor agencies, developing strong relationships and a reputation for honesty, toughness, and fairness
- Drafted or reviewed position statements for employment matters pending before federal and state agencies; conducted investigations, as necessary, to complete these
- Provided advice and counsel on, and often conducted, highly sensitive employee investigations, ensuring that the company's interests were protected while also doing right by employees
- Reviewed, delivered, and provided content for human resources and EEO training for managers
- Managed outside counsel handling employment related litigation and implemented a regional representation program

- that resulted in a 65% reduction of outside legal fees
- Attended and led (on behalf of the company) mediation sessions related to employment litigation, often resulting in win-win solutions
- Conducted due diligence and negotiated contract terms for acquisitions with particular focus on employment matters in equity transactions
- Successfully reengineered the internal process for investigating and responding to EEOC charges to ensure thoroughness, accuracy, and timeliness of Position Statements
- Adopted technology at an early stage by successfully leading a project to automate legal documents and serving as a leader on the team that computerized the legal department

Jenkins & Gilchrist, P.C.

Associate Attorney

1987-1990

- Member of the litigation and employment/labor sections of this 300+ attorney firm
- Served as second chair on employment cases pending in federal and state court
- Provided day-to-day advice on policy and employee disputes to smaller employers that did not have in-house counsel

LICENSE/CERTIFICATIONS

Licensed attorney in the State of Texas since 1987

MEMBERSHIPS

State Bar of Texas

COMMUNITY

Member of the Board of Trustees for the Creative Alliance; Past Board Member of the Maryland Business Round Table for Education, Junior Players, Girls Inc. of Dallas, Out & Equal Workplace Advocates (National), and March of Dimes

EXPERT WITNESS DESIGNATION

Confidential Arbitration: designated as an expert witness in a confidential arbitration involving allegations of employment discrimination and retaliation in 2023.