

Karen R Aflalo

Great Neck, NY 11021 646.522.6115 karenaflalo@yahoo.com <https://www.linkedin.com/in/karenaflalo>

Professional Highlights

- Identified and implemented Technology to manage Alma Bank's remote teams; offer employee and manager self-service tools for Payroll, PTO tracking, Benefits, Recruitment, Wellness programs, On/Offboarding, Employee Engagement surveys, Open Enrollment, and Performance Management; establish metrics used to drive decisions and measure progress against KPI's; use social media to bolster employer branding; and Learning & Development tools to satisfy regulatory banking requirements, soft skills or certifications as needed.
- Implemented an ATS to improve the candidate experience. Launched a robust job posting campaign and on-campus recruitment presence, saving Alma Bank \$900K in recruitment fees over 3 years.
- Developed and introduced Employee Engagement Programs such as Volunteer Days, focus groups, team building activities and employee surveys, reducing turnover at Alma Bank by ~25% per year for the past 3 years.
- Spent 15 years at GFI Group, a global high-growth Fin-Tech Start-Up, supporting a population that went from 300 to 3000+, an IPO and M&A activity resulting in the successful assimilation of 6 acquired firms. Opened up all LATAM and Canadian offices to include identifying/building out space, identifying local talent and retaining local counsel to negotiate leases, prepare Handbooks and Employment Agreements.
- While at GFI, rolled out Employee Engagement Programs that resulted in less than 5% annual turnover for 9 consecutive years and achieved a 38% increase in minority and female hiring by designing and implementing a robust Diversity, Equity & Inclusion plan focused on identifying talent, succession and performance management.

Professional Experience

Senior Human Resources Manager (pro bono)

WHO.WHAT.WHY. – New York, NY

October 2020 to Present

A highly mission-driven, non-profit online media organization that prides itself on distributing nonpartisan information and accounts based on extensive research, sourcing and investigative reporting. Reporting to the CEO.

- Lead a remote People Team of Volunteers: 10 HRBP's, 12 Recruiters and 4 HR Administrators.
- Create key programs and processes regarding Talent, On/Offboarding, Policies, and HR Technology.
- Partner with Department Heads and HRBP's to help drive the success of key business initiatives, build and support newly created departments and businesses, and deliver a best in class employee experience.

Chief Human Resources Officer

ALMA BANK – Long Island City, NY

March 2017 to September 2020

Member of the Executive Management Team, reporting to the CEO and the Board of Directors. Responsible for all HR functions for a 12 Branch, \$1.3 billion, regional Community Bank (200 employees) including the development, delivery and administration of the Bank's HR strategy, Programs, processes, policies, operations, HRIS, Benefits, Payroll, Employee Relations, Succession Planning, Diversity, Equity & Inclusion initiatives, Talent Management, Total Rewards, Retention, Organizational Development, L&D, People metrics/analytics, HR Compliance and all other HR programs.

- Member of the Crisis Management Team, during the pandemic, deploying and implementing strategies to run critical parts of the Bank with fewer and remote staff, manage increased fraud and cyber security attacks, secure PPE equipment to open up all Branches safely, and identify infrastructure flaws and high-tech solutions for remote operations. Perform ongoing review of all HR policies & procedures and update as needed in response to the CARES Act, FFCRA, CDC, OSHA, WHO, DOL and the NY Forward Plan to adjust to the "new normal."
- Worked closely with the CEO, COO, CBO, CRO, and BSA Officer to identify, analyze and mitigate internal and external risks. Developed and implemented programs to build a strong risk culture throughout the Bank.
- Integral part of Senior Management tasked with researching and responding to regulatory inquiries from the Bank's internal and external auditors, FDIC, and DFS during examinations and throughout the year as needed.
- Effectively resolved previous labor issues, conducted internal workplace investigations, attended arbitrations and worked to prevent future grievances from escalation to mitigate company risk.

- HR Compliance Officer responsible for ensuring the Bank was in compliance with state and federal laws and regulations pertaining to FLSA, ADA, ADAAA, ADEA, Title VII, GINA, USERRA, FMLA, PFL, ACA, HIPAA, COBRA, ERISA, EEOC, OSHA, DOL, and CDC matters.
- Implemented a Total Rewards strategy to reduce employee turnover (distributed annual Total Compensation statements to highlight the Bank's very generous Benefits).
- Reviewed policies & procedures to create and implement programs for improved efficiency and cost reductions:
 - Implemented an ATS to improve the candidate experience. Launched a robust job posting campaign and on-campus recruitment presence, saving Alma Bank \$900K in recruitment fees over 3 years.
 - Developed and introduced Employee Engagement Programs such as Volunteer Day Programs, team building activities and Employee Surveys. Reduced turnover by ~25% per year for the past 3 years.
 - Digitally transformed the HR Department automating On/Offboarding, Recruitment, Open Enrollment, Performance Management and L&D etc. Automation freed up more than 30% of the HR staffs' time.
 - Created an online portal with all Bank policies and procedures, to reduce errors at the Branch level.
 - Responsible for leading the development and execution of a long-term Benefit strategy intended to improve the health and productivity of Alma employees by introducing Wellness Programs and a consumer-driven healthcare option, saving the Bank \$50K year one and \$80K year two.
 - Conducted an RFP of the Bank's Retirement Plans resulting in a change to the Bank's 401(k) Broker and Recordkeeper. As a result, saved the Bank and the plan participants nearly \$100K in annual fees.
 - Rolled out BOLI, SERP and a Non-Qualified Deferred Compensation Plan as retention tools for Senior Management.

Senior Human Resources Consultant (short-term assignment)

CAMMEBYS INTERNATIONAL - New York, NY

October 2016 to January 2017

Cammebys is a real estate investment company managing more than \$13 billion in assets nationwide. Hired to create an **HR roadmap** that would build and promote a culture that is compliant with HR best practices, policies, and programs.

- Drove transition from outdated HR systems into a fully integrated HRIS platform with ADP to better service their multi-site, multi-payroll environment to improve efficiency, allowing the CFO to easily run consolidated payroll, expense, headcount and turnover reports.
- Created a 3-year benefits strategy to control costs by 22% year one and create value for employees by providing Wellness Programs and additional Voluntary Benefits at reduced group rates.
- Implemented a Performance Management framework to reduce turnover and company liability.
- Aligned standards in approach between Employee Relations and Labor Relations to resolve labor disputes at the lowest possible level, minimize grievances, arbitrations and unfair labor practice charges.
- Taught HRBPs to work with Line Managers to identify current hiring needs, anticipate future needs and create succession plans for key positions.

SVP, Human Resources Director & Head of Talent, Americas

March 2002 to June 2016

GFI GROUP INC – New York, NY (acquired by CANTOR FITZGERALD in March 2015)

GFI, with nearly \$1 billion in annual revenue employing 3,000 people globally, is a leader in providing trade execution platforms, broker-dealer services, clearing, processing, information and other back office services.

Hired in 2002 as the first Head of HR for this high growth, Fin-Tech, Start-Up to build the HR function, support 300 employees and drive business results for GFI in preparation for an IPO.

- Worked with CFO, COO and General Counsel, in preparation for **January 2005 IPO**, to build global Finance, Legal, SOX, Internal Audit and Investor Relations teams; devise global equity-based compensation plans to use as incentives and retention tools for Senior Management and top performers.
- Led HR function on expansion into Latin America (1,500 employees in 2008). Promoted in 2008 to oversee the HR function for the Americas region, offices to include: New York (headquarters), Connecticut, Chicago,

California, Texas, Canada, Chile, Colombia, Peru, Argentina and Mexico City. Provided Senior HRBP support to Institutional Brokers, Technology, Ecommerce, Finance, Legal & Compliance Departments.

- Responsible for the M&A due diligence and assimilation of 6 acquired firms (both IT and Broker-Dealer organizations) into the culture, business and performance processes in various GFI locations globally.
- Supervised and mentored HRBPs and COE Heads; implemented and devised employee relations strategies in compliance with state and federal laws and regulations pertaining to FLSA, ADA, ADEA, Title VII, GINA, USERRA, FMLA, ACA, HIPAA, COBRA, ERISA, EEOC, OSHA, and DOL matters.
- Streamlined talent acquisition, succession planning and Incentive Plans for Institutional Brokers that were utilized globally (rolled out a Global Succession Plan and Performance Management tool to all regions).
- Employee Engagement programs resulted in less than 5% annual turnover for 9 consecutive years.
- Developed and recruited top talent for Training Programs, hiring over 300 recent college graduates from top-flight schools. Achieved a 38% increase in minority and female hiring by designing and implementing a Diversity, Equity & Inclusion plan focused on identifying talent, succession and performance management.
- Oversaw all Compensation matters pertaining to Payroll, incentive plans, bonus payments, negotiations of employment contracts/offer letters and industry benchmarking. Implemented a Total Rewards methodology to motivate employees and generate valuable business results using both monetary and non-monetary tools i.e. stock options, restricted stock units, deferred cash, optimal benefits, promoting work life balance, training for advancement and promoting vertical and horizontal mobility.
- Negotiated and implemented all Benefit plans, keeping healthcare costs to the company flat year over year by introducing different contribution strategies and various plan designs.
- Senior member of the Steering Committee of GFI's Disaster Recovery Program.

Vice President, Human Resources

April 2000 to March 2002

SOCIETE GENERALE – New York, NY

Societe Generale is one of the leading European financial services organizations employing nearly 140,000 employees worldwide, operating in 62 different countries and is headquartered in Paris.

- Senior HRBP that supported Corporate Banking, Marketing, Finance, Legal, Risk Management and HR Departments (approximately 1000 employees throughout the North American region).
- Supervised and mentored 3 HRBP's, a Compensation Analyst, a Payroll Manager and a Benefits Manager.
- Introduced e-recruiting methods and other "low fee/no fee" recruiting alternatives to other HRBPs.
 - Resulted in a savings of over \$700,000 in recruitment fees for 2001

Education, Skills, and Professional HR Affiliations

NEW YORK UNIVERSITY BA Degree

Awarded Annual Merit Scholarship Triple Major: Political Science, Journalism and French

Proficient in Microsoft Suite, Google Suite, PeopleSoft, Oracle, ADP, Slack, JazzHR and Salesforce

Active Member – Society of Human Resources Management since 2007 (LI and NYC Chapters)

Bilingual – English and French

References Available Upon Request