

## BRIAN CARTER

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### CAREER PROFILE

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Strategic HR executive and trusted advisor with 20+ years of leveraging human, intellectual, and social capital to drive growth, innovation, and differentiate the organization. Known for aligning HR strategy with business goals, cutting attrition by 50%, and transforming performance systems, talent acquisition, labor relations, and operations to drive success and boost efficiency. A certified executive coach and true business partner to fellow executives, bringing them and the organization forward through culture shifts and leadership pipeline development. Managed \$500M budgets while delivering measurable business outcomes. A visionary change agent who drives mission-critical results through strategic alignment and operational excellence.

### SIGNATURE ACHIEVEMENTS

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**Transforming HR Systems & Culture at Sandia National Laboratories:** Overhauled HR systems, including HRIS, compensation, performance management, and talent acquisition, cutting attrition by 50% and driving record-high employee engagement. Integrated diversity, equity, and inclusion into core processes, leading to a significant cultural shift across a 16,000-person workforce.

**Strategic HR Overhaul at Bonneville Power Administration:** Led a comprehensive transformation of HR operations across four states, achieving \$1M in annual savings while revitalizing workforce planning and reducing time-to-hire by 45%. Built a robust talent pipeline and strengthened labor relations, positioning HR as a strategic driver of operational success.

**Leadership Development & Crisis Management:** As a trusted advisor and certified coach, mentored senior leaders during critical transitions, including a major organizational expansion. Spearheaded executive succession planning and leadership continuity while delivering on mission-critical objectives, ensuring the long-term success of HR strategies in high-stakes environments.

### WORK EXPERIENCE

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**Sandia National Laboratories; Albuquerque, NM**

**June 2021 - present**

**Executive Director / Chief Human Resources Officer (CHRO)**

- Senior leadership team member at the nation's top defense R&D lab with \$5 billion revenue and 16,000 employees; led 320-person division with a \$500 million operations and benefits budget.
- Designed and championed a transformative cultural overhaul, successfully socializing and implementing strategic HR initiatives that fostered enhanced organizational cohesion. These efforts significantly increased employee engagement and led to a 50% reduction in attrition rates, aligning seamlessly with strategic mission objectives.
- Innovatively overhauled compensation and benefits frameworks, increasing flexibility and significantly boosting retention rates and employee satisfaction.
- Spearheaded the redesign of performance management processes, securing widespread stakeholder buy-in, and implementing changes that markedly enhanced operational efficiency and workforce productivity.
- Directed a strategic overhaul of the technical recruitment process, achieving a 62% conversion rate from internships to full-time hires, substantially fortifying the organization's talent pipeline.

**Bonneville Power Administration; Portland, OR Dec 2013 - Feb 2016; March 2018 - June 2021**  
**Director of Human Resources (Senior Executive Service)**

- Handpicked to restore the HR department following a high-profile crisis that attracted attention from Washington, D.C. Successfully rebuilt the department's credibility and operations during a time of intense public and governmental scrutiny.
- Implemented comprehensive compliance and governance frameworks, transforming HR into a trusted strategic partner across the organization.
- Led a department-wide overhaul, streamlining processes and revamping talent acquisition, performance management, and labor relations. Achieved a 45% reduction in time-to-hire while saving \$1M in annual operational costs.
- Restored workforce morale and rebuilt trust across the agency through transparent communication, leadership development, and culture transformation. Recognized for creating long-lasting improvements in HR service delivery.

**US Department of Energy; Cincinnati, OH**

**Dec 2016 - March 2018**

**Director of Human Resources (Senior Executive Service)**

- Selected to lead a major transformation of the HR service center, tasked with enhancing talent acquisition, workforce planning, and labor relations for a geographically dispersed workforce of 3,000+ employees.
- Spearheaded HR process optimization, resulting in a 45% improvement in time-to-hire and significantly increasing compliance with federal hiring standards.
- Directed the implementation of innovative workforce planning strategies that bolstered operational efficiency and addressed critical workforce gaps across multiple regions.
- Strengthened labor relations by leading complex negotiations and fostering stronger relationships with union representatives.

**Department of the Army (Civilian Workforce); San Antonio, TX**

**Feb 2016 - Dec 2016**

**Director of Human Resources**

- Led civilian personnel office comprising 75 staff, providing comprehensive HR services to 8,000 employees across national-level headquarters and a major hospital complex.
- Garnered rapid promotion due to exceptional performance.
- Guided the integration of a new performance management system, ultimately enhancing organizational alignment and operational agility.
- Championed diversity and belonging initiatives that significantly increased employee engagement and productivity within a complex and critical national security environment.

**Department of Air Force (Civilian Workforce), Joint Base San Antonio**

**Nov 2010 - Nov 2013**

**Human Resources Officer**

**Department of Air Force (Civilian Workforce), Air Education and Training Oct 2009 - Nov 2010**  
**Major Command Senior Labor & Employee Relations Program Manager**

**Department of Army (Civilian Workforce)**

**Sep 2008 - Oct 2009**

**Deputy Human Resources Director**

**Department of Army (Civilian Workforce)**

**Sep 2007 - Sep 2008**

**Labor Relations Officer/Chief Negotiator**

**Lieutenant Colonel (Retired, Honorably), United States Air Force Reserves**

**1992 – 2014**

## **EDUCATION AND CERTIFICATIONS**

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**Juris Doctor (High Honors/Law Review Editor-in-Chief) University of Arkansas at Little Rock  
Little Rock, Arkansas**

**Master of Military Operational Arts & Sciences, Air University, Maxwell AFB  
Montgomery, Alabama**

**Bachelor of Science in Accounting, University of Arkansas  
Little Rock, Arkansas**

**Society for Human Resource Management–Senior Certified Professional (SHRM-SCP)**

**Certified Executive Coach, Center for Executive Coaching**

**Massachusetts Institute of Technology (MIT), Chief Operating Officer Program Certificate**