

Ashley S. Showers

CAREER SUMMARY

Human Resources executive with 15+ years of progressive experience in public sector HR, including senior leadership roles overseeing full-service HR operations. Expertise in strategic workforce planning, employee and labor relations, classification and compensation, and HR compliance. Proven ability to lead complex change management initiatives, advise executive leadership on high-risk personnel matters, and implement multi-year workforce strategies aligned with organizational goals. Extensive experience supporting large, complex organizations with diverse roles, including unionized workforces and 24/7, multi-shift operations, while fostering inclusive, compliant, and high-performing workplace cultures.

CORE COMPETENCIES

- Strategic Workforce Planning (Multi-Year)
- Employee & Labor Relations (Grievances, Investigations)
- HR Law & Compliance (FLSA, ADA, EEO/AA, Title IX)
- Talent Acquisition & Workforce Diversity
- Classification & Compensation Administration
- Change Management & Organizational Transformation
- Performance Management & Leadership Development
- Organizational Design & Reorganization Strategy
- Labor & Union Relations (Grievances, Collective Bargaining)
- 24/7 & Multi-Shift Workforce Operations

PROFESSIONAL EXPERIENCE

Director of Human Resources

March 2022 to

Present

Department of Public Instruction, Madison, WI

Provide executive-level leadership for all human resources functions within a large, complex state agency. Serve as a strategic advisor to senior leadership on workforce strategy, organizational design, and high-risk employment matters.

- Lead development and implementation of multi-year strategic workforce plans aligned with agency priorities, including workforce analysis, resource allocation, and organizational restructuring.
- Advise executive leadership on complex employment relations matters including layoffs, discipline, and organizational changes, ensuring compliance with civil service rules and federal/state laws (FLSA, ADA, EEO/AA).
- Direct and oversee classification and compensation administration for all classified and unclassified employees, including equity and retention strategies.
- Lead organization-wide change management initiatives, including policy modernization, equity integration, and workforce restructuring efforts.
- Provide HR leadership for a diverse workforce operating in a 24/7, multi-shift environment, ensuring consistent application of policies, workforce coverage, and employee relations support across functions.
- Oversee full-cycle recruitment, assessment, and selection processes, improving workforce diversity and hiring outcomes.
- Supervise and develop HR staff, including performance management, coaching, and succession planning.
- Develop and implement HR policies and programs ensuring compliance with legal and regulatory requirements.
- Serve as liaison to central HR authorities and provide guidance on statutory and policy changes impacting workforce operations.

- Direct performance management systems and organizational development initiatives to improve employee engagement and accountability.
- Provide leadership for equity, inclusion, and affirmative action initiatives, integrating DEI principles across all HR functions.

Human Resources Program Officer (Deputy HR Director)

December 2019 to

March 2022

DOA/DPM/Region 3/DCF Madison, WI

Provided strategic and operational leadership for HR functions supporting a large state agency, including staffing, classification, compensation, and employment relations.

- Managed and led HR teams, including hiring, onboarding, performance management, and professional development.
- Directed strategic workforce planning efforts, aligning hiring, classification, and organizational structure with agency goals.
- Led change management initiatives, including development and implementation of hybrid workplace policies and statewide hiring strategies.
- Oversaw talent acquisition strategy, including expansion of recruitment efforts to increase diversity and candidate pools.
- Administered employee and labor relations functions, including grievances, investigations, and disciplinary actions.
- Provided guidance on classification and compensation decisions, ensuring alignment with market conditions and organizational needs.
- Advised executive leadership on reorganizations, workforce deployment, and structural changes.
- Developed HR metrics and analytics to inform decision-making and improve workforce outcomes.
- Collaborated with legal counsel and EEO/AA leadership on complex employment matters, including discrimination and leave issues.

Human Resources Specialist - Advanced (formal lead worker)

November 2015 to

December 2019

Department of Children and Families; Madison, WI

Served as lead HR professional for staffing and employment relations functions, providing guidance to leadership and mentoring HR staff.

- Led day-to-day operations of staffing and employment relations functions, including supervision of HR team activities.
- Provided expert guidance on employment law compliance, investigations, and disciplinary processes.
- Conducted and led complex workplace investigations and recommended appropriate corrective actions.
- Supported organizational change efforts, including system implementations and restructuring initiatives.
- Oversaw recruitment processes, including job analysis, assessments, and selection strategies.
- Advised leadership on classification, compensation, and organizational structure decisions.
- Mentored and trained HR staff, strengthening team capability and consistency in HR practices.

Human Resources Specialist - Senior/Human Resources Specialist

August 2011 to

November 2015

Department of Health Services; Madison, WI

- Managed recruitment and examination processes, including development of selection tools and hiring strategies.
- Provided guidance on HR policies, classification, compensation, and workforce planning.
- Partnered with leadership on organizational restructuring and staffing strategies.

- Developed and delivered training to supervisors on HR processes and compliance.
- Administered labor relations in a unionized environment, including grievance response, investigations, and interpretation of collective bargaining agreements, until

Human Resources Coordinator

December 2008 to

August 2011

Menards; Madison, WI

- Coordinated recruitment, onboarding, and employee relations for a high-volume retail environment.
- Managed employee relations issues, scheduling, payroll, and leave administration (including FMLA).
- Supported training and development initiatives and ensured compliance with company policies.

EDUCATION , PROFESSIONAL AFFILIATIONS & DEVELOPMENT

- Bachelor of Science Degree in Management with an emphasis in Human Resources, December 2008
University of Wisconsin - La Crosse
- SHRM Member, 2015- current Madison, WI
- Enterprise Management Development Academy, Graduated December 2016