

Sandra V. Armenta, MS, SHRM-SCP

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HR Executive | Strategic Business Partner | Organizational Transformation Leader

Driving Workforce Strategy, Operational Excellence & Business Growth
Through People-Centered Leadership

Executive Profile

Dynamic, Fortune 500-trained HR leader with 10+ years of progressive experience, including 8 years as a strategic HR Business Partner and Consultant supporting executive leadership in high-growth and complex environments. Expertise includes workforce planning, organizational development, employee relations, change management, total rewards, talent strategy, M&A integration, and HR operations. Proven success aligning people strategy with business objectives to improve organizational performance, employee engagement, retention, and operational efficiency while leading scalable HR transformation initiatives. Skilled in leveraging HR technology, workforce analytics, and AI-driven solutions to modernize HR functions, support data-driven decision-making, and optimize systems including Paylocity, ADP, Paycom, Workforce, and iCIMS.

Core Leadership Competencies

Strategic Workforce Planning & Organizational Development | Executive Coaching & Succession Planning | Mergers & Acquisitions Integration + Change Management | Total Rewards & Compensation Strategy | Labor Relations & Negotiations | DEI & Culture Transformation | HRIS & Workforce Technology Optimization (Paylocity, ADP, Paycom, Workforce, iCIMS) | AI-Driven HR & Digital Transformation | Crisis Management, Employee Relations & Conflict Resolution

Professional Experience

Director of Human Resources & Operations | American Association of State Colleges and Universities (AASCU) – Washington, D.C. | 2023 – 2025

- Rebuilt HR function in-house after 4 years of outsourcing, embedding best practices aligned with mission and values.
- Designed and implemented compensation strategy ensuring internal equity and promotion parity; drove targeted salary adjustments.
- Strengthened multi-state compliance and modernized policies to reduce legal exposure.
- Launched AI integration training and ethical HR practices for staff.
- Founded an Employee Resource Group, improving mid-level leadership communication and boosting retention by 15%.
- Oversaw facilities operations and managed a successful custom office relocation project.

Freelance Consultant | Armenta Human Resources Business Partner – Bethesda, MD | 2018 – Present

- Provide strategic HR consulting to nonprofits and government contractors with a focus on compliance, workforce planning, and systems transformation.
- Lead M&A HR integrations, ensuring cultural alignment and smooth change management.
- Develop HR analytics dashboards to improve talent acquisition, retention, and workforce efficiency.
- Advise executives on complex employee relations and regulatory compliance matters.

Director of Human Resources & Operations | Entertainment Software Association (ESA) – Washington, D.C. | 2020 – 2022

- Guided remote workforce transformation during COVID-19, improving productivity by 13%.
- Integrated AI-supported tools into performance management and compensation processes, achieving 100% on-time reviews.
- Launched DEI training programs and established new Employee Resource Groups.

Director of HR & Recruiting | National PTA – Alexandria, VA | 2015 – 2019

- Converted recruiting from external to internal, saving \$160K annually.
- Reduced turnover by 50% via strategic training and leadership coaching.
- Restructured benefits and compensation for equity and cost savings.

Director of HR & Facilities Management | Society for Neuroscience (SfN) – Washington, D.C. | 2013 – 2015

- Strengthened compliance and operational efficiency through team restructuring.
- Benchmarked and implemented equitable pay practices.
- Directed 14-floor headquarters facilities operations, including vendor management.

Education & Certifications

M.S. International Management & Organizational Development – University of Maryland Global Campus

B.S. Journalism, Public Relations – University of Maryland

SHRM-SCP – Certified since 2015 (Active)

Technology & HR Tools

HRIS: Paylocity, ADP, Paycom, Workforce, iCIMS

Other: Organizational Change Management, AI & Digital HR Strategy, Advanced HR Analytics