Marshall Varner

PEOPLE OPERATIONS AND HUMAN RESOURCES LEADER

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EXECUTIVE SUMMARY

People Operations leader with 15+ years of experience in executive partnership, organizational change, and scalable HR practices. Led People Operations for a $650M, private equity-backed organization with 1,600+ employees across 110+ locations in 20+ states. Experience spans acquisitions, employee relations, benefits, technology, safety, fleet, and nonprofit governance.

CORE DIFFERENTIATORS

Acquisition integration:
HR due diligence and workforce integration across 43+ acquisitions.

Financial stewardship:
Approximately 25% reduction in employer benefit costs through self-funding.

People systems and AI:
HRIS modernization, data governance, dashboards, and employee-support AI development.

Enterprise leadership:
People Operations, safety, fleet, organizational design, and executive partnership.

AREAS OF EXPERTISE

People Strategy:	Executive Partnership • Organizational Design • Leadership Development • Succession Planning
HR Operations:	Employee Relations • Investigations • Compliance • Compensation and Benefits • HR Technology
Transformation:	M&A Integration • Change Management • Safety and Fleet • Nonprofit Governance

PROFESSIONAL EXPERIENCE

MOBILE COMMUNICATIONS AMERICA — Apr 2015 – May 2026

Multi-state technology services organization

Director, People Operations — Mar 2025 – May 2026
Senior Manager, Human Resources — Jan 2022 – Mar 2025
Regional Human Resources Manager — Apr 2015 – Jan 2022

Progressed through regional and enterprise HR leadership, partnering with the CHRO and operational leaders.

Executive Partnership and People Leadership

- Advised executives and managers on sensitive employee relations, investigations, policy interpretation, performance management, and workforce decisions.
- Managed the team coordinating work visas, renewals, permanent residency, and work authorization with outside immigration counsel; oversaw escalations, approved spending, and advised leaders on staffing implications.
- Led a seven-person team, including three direct reports; designed and implemented positions and reporting structures within People Operations and the broader HR team.
- Facilitated 9-box talent and succession reviews, helping leaders calibrate performance, deliver feedback, and identify development priorities.

Acquisitions and HR Transformation

- Led HR due diligence and workforce integration for 43+ acquisitions, including welcome sessions, employee transition communications, and alignment of benefits, policies, and systems.
- Led the Paychex-to-ADP Workforce Now transition; owned ongoing HR data standards, audits, and corrections with the team, and developed dashboards for reporting and information sharing.
- Built and administered SharePoint sites, document libraries, employee resources, and workflows; administered and maintained SAP Concur.
- Helped develop, configure, test, and deploy employee-support AI prototypes through ADP Assist and Teams, using HR, benefits, onboarding, safety, and fleet content; evaluated accuracy and sensitive-information handling.
- Partnered with Technology, Legal, and company contributors on AI security and implementation; evaluated Microsoft Copilot integration with Microsoft 365.

MOBILE COMMUNICATIONS AMERICA | *Continued*

Benefits and Enterprise Operations

- Led the transition to self-funded employee benefits, reducing employer costs approximately 25% while maintaining continuity of coverage.
- Supported safety-system implementation and integration; developed and delivered training and company-wide messaging with Internal Communications. Used KPA Flex to strengthen training tracking, reporting, and completion.
- Oversaw a 900+ vehicle fleet valued at approximately $20M; led an operational redesign and vendor transition projected to save $3M over five years.
- Established a fleet steering committee and driver eligibility, vehicle-use, and allowance policies; administered WEX controls and reporting, used Geotab reports, and oversaw LeeTrans compliance.

EARLIER PROFESSIONAL EXPERIENCE

COMMUNITY ASSOCIATION MANAGEMENT, LIMITED

Human Resources Manager — **Dec 2012 – Feb 2015**

Managed recruiting, employee relations, payroll, benefits, and employment compliance for a multi-site organization. Implemented Paychex and formalized HR policies and manager procedures.

DOMINION DENTAL SERVICES, INC.

Professional Services Specialist — **Sep 2011 – Dec 2012**

Resolved employer-group benefits, claims, provider, and member issues; supported peer training and service quality.

RIVER TEXTILE SERVICES, INC.

HR Generalist and Administration Manager — **Jan 2010 – Dec 2010**

Established HR, payroll, recruiting, and administrative procedures for a 50+ employee startup; implemented ADP.

BOARD AND NONPROFIT LEADERSHIP

AMITY MEDICAL GROUP

Secretary, Board of Directors — **2020 – Present**

Supports nonprofit healthcare governance, organizational documentation, oversight, and compliance.

MCA FOUNDATION

Executive Director — **2024 – 2026**

Helped establish the corporate foundation, including governance, operating procedures, and community programming.

ADDITIONAL PROFESSIONAL EXPERIENCE

RED DOOR AGENCY

Licensed Real Estate Professional — **2026 – Present**

Provides client advisory services and coordinates regulated transactions, contract documentation, and due diligence.

TECHNICAL COMPETENCIES

HRIS and People Systems:	ADP Workforce Now • ADP Dashboards • Paychex • Paycom • Paylocity
Benefits Administration:	Employee Navigator • Benefitfocus / Benefitplace • Alight
Talent Acquisition and Compliance:	LinkedIn Recruiter • Greenhouse • DoD SkillBridge • OutSolve • DirectEmployers
AI and Analytics:	Claude Code • ChatGPT • ADP Assist • Tableau • Advanced Excel • Microsoft Copilot
Fleet Systems and Compliance:	Enterprise eFleets • Holman Insights • Wheels • Geotab • WEX • LeeTrans
Safety Platforms and Services:	ISN • Avetta • Vero • KPA Flex • HSI • Safety Services Company
Business Systems:	Microsoft 365 • Microsoft Teams • SharePoint • SAP Concur

EDUCATION AND CREDENTIALS

Bachelor of Science in Business Administration | Liberty University

OSHA 30-Hour General Industry Training

Real Estate Licensure | North Carolina: 2020 | South Carolina, Tennessee, Virginia: 2026

Professional Development: SPHR Exam Preparation Course | UNC Charlotte

Tennessee Notary Public | Notary Signing Agent Certification Completed