



Patricia Howell Miller, M.S. – Associate

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Pat has over 15 years of executive-level experience developing, leading, and implementing human capital initiatives within global organizations including the Energy, Financial Services and Heavy Manufacturing industries. Her areas of expertise include talent management, HR operations, leadership transitions and performance enhancement coaching. She is a strategic thinker and has a solid track record of transforming sub-performing teams by utilizing performance metrics and data analytics to align programs and practices with business objectives. Pat is recognized as a collaborative and trusted business partner with high integrity and superior interpersonal, communication, conflict resolution and crisis management skills.

Business Experience

Pat honed her professional skills through employment with Atlantic Richfield (ARCO), Shell Oil, British Petroleum (BP), AIG, and most recently, Southern California Edison, one of the nation's largest investor-owned electric utilities. Having worked in the C-suite, she understands the executive mindset, organizational politics and how to navigate in large, complex organizations. At Edison, she was Vice-President, Human Resources and provided leadership over several transformation initiatives. She upgraded talent and utilized industry benchmarks and a performance scorecard to measure HR costs and operational efficiencies. HR costs were reduced by \$12 million and top quartile cost performance was achieved in employee and labor relations, compensation, shared services, the business partner function, and time-to-fill open positions. She also commissioned and provided oversight of an organizational health study following a workplace shooting. The findings resulted in leadership assessments, annual leadership training for all 1,600 leaders and re-engineering of employee relations and ethics practices.

Prior to joining Edison, Pat was Executive Vice President, HR for AIG's domestic life insurance business where she and her team developed employee engagement programs in the wake of the 2008 financial crisis.

During her tenure at BP, Pat was Vice President of HR Operations for the Western Hemisphere. She led the HR organization through a variety of transformational activities resulting in upgraded leadership capabilities, consolidated service centers, streamlined delivery of leadership development and learning programs, and a new global talent acquisition model, all while maintaining "silent running" of the operations.

Pat's consulting and executive coaching experience includes engagements in the hospitality, entertainment, transportation, and energy sectors.

Education

- Bachelor of Science in Sociology with a minor in Psychology, UCLA
- Master of Science in Education with a minor in Business Administration, UCLA