

# GEORGE BUDZYNSKI

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## OBJECTIVE

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Senior Operations Manager with proven history of reducing operational costs while delivering high levels of service. Broad expertise in finance, operations, information technology, human resources, purchasing, and customer service. Successfully integrated over 35 corporate or business line acquisitions. Known for identifying and implementing creative cost reduction strategies through corporate functions, such as procurement, or direct functional management. Win/win negotiator who maintains outstanding relationships with vendors, customers and line managers while driving costs out.

## EXPERIENCE

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2003 - 2005                      **Management Consultant**                      St. Paul, MN

*Independent Consultant to Green Tree Services LLC and Bridge Associates, Inc.*

Projects included; Plan Administration for the Conseco Finance Post Consummation Estate, with responsibility for liquidating remaining assets and settling claims; the management of the integration of the Green Point Loan Servicing portfolio into the acquirer Green Tree Servicing LLC Loan Servicing platform; the Operational review of American Business Financial Services(ABFS) Loan Servicing platform, ultimately leading to the sale of this servicing portfolio and the management of the transition from ABFS's platform to Ocwen Federal Bank FSB and the Operational review of a Manufactured Home Loan Servicer on behalf of the Bond Trustee.

2001 - 2003                      **Conseco Finance Corp.**                      St. Paul, MN

One of the largest Sub Prime Lending companies in the U.S.

*Corporate Vice President – Accounting and Shared Service Operations*

Responsible for Loan Servicing, Purchasing, Accounts Payable, Cash Control and General Ledger Accounting departments in support of the organization goals. Direct team of 100, plus indirect teams of Process Excellence(Six Sigma) staff.

- Consolidated Purchasing, Accounts Payable, Cash Control from each Business Unit.
- Developed and implemented plan to reduce direct expenses by \$35 Million during 2002. Responsibility reporting directly to the CEO.
- Championed 12 Six Sigma projects to improve processes and controls, eliminate waste.
- Member of Executive Committee responsible for overall cost reduction and control, including review of Marketing and Technology initiatives.
- Member of restructuring committee, working with internal and external legal, public relations and other consultants.
- Key member of Bankruptcy management team, managing outbound cash flow and responsible for wrap up of remaining estate with external consultants and legal team.

2001                                      **Market Ready Public Relations**                      Minneapolis, MN

National public relations and market strategy firm, consulting to high tech start-ups

*Acting Chief Operations Officer*

Responsible for reviewing all business processes to revise current practice model, develop new product offerings, identify new target markets for business diversification and build business process discipline.

- Restructured business to respond to changing market dynamics and demand.

- Revised practice to match customer-valued services with new service delivery model.
- Developed structured contract management to improve profitability, staff utilization.

1983 - 2001      **U.S. Bancorp**

Minneapolis, MN

*Senior Vice President, Shared Services, 1997 – 2001*

Built Shared Services function to deliver cost effective operational processes including procurement, corporate payables, financial systems management, HR employee services, general ledger balancing and central reconciliation control unit. Added financial systems group responsibilities in 1999. Hired, trained and developed high-performing team of 8 managers and staff of over 200.

- Managed design and implemented web-based employee transaction model to include employee reimbursement, benefits enrollment and payroll time tracking which reduced headcount by 20%, reduced paper processing from 18,000 pieces monthly to 1,000, reduced costs by 25% while increasing accuracy and increased employee satisfaction.
- Led design and implementation plan for integrated web-based annual benefits enrollment processing, organizational hierarchy and maintenance, salary administration, ongoing benefit administration, employee record maintenance for 35,000 employees.
- Achieved additional savings of \$4 million in procurement costs each year for purchased goods and services beyond savings achieved in previous position.
- At request of chairman, managed outsourcing of all HR transactions processes to 3rd party firms, including payroll, benefits administration and HR call centers. Reduced costs \$2 million per year and developed capability for new services which enabled doubling volume with minimal staff increase, and increased employee satisfaction.
- Successfully integrated 40 third-party suppliers to deliver consistent service levels to total employee base.
- Successfully managed conversion of four payroll and benefits systems, while doubling employees covered to 30,000.
- Successfully integrated 10+ corporate or business lines acquisitions for Shared Services.
- Member of team that redesigned U.S. Bank cash balance pension plan, which included a unique employee-designated investment option, added as a broker retention tool for the brokerage subsidiary, while being cost neutral to corporation.
- Member of Corporate Benefits Oversight Committee, Chaired Benefits Advisory Committee.

*Senior Vice President, Procurement Services, 1994 - 1997*

Responsible for achieving goal of \$25 million in cost reduction of purchased goods and services, working with all business units. Sold business units on project benefits, maintained continued support of executive management. Management responsibility for Corporate Payables function added in 1996. Procurement team of three managers and 12 staff.

- Achieved savings of \$26 million by restructuring procurement function, implementing consistent product standards, consolidating suppliers, developing aggressive sourcing practices.
- Managed implementation of U.S. Bank purchasing card product internally, generating \$1 million in incremental revenue and reducing costs in procurement, payables process.
- Managed implementation of imaging system for Accounts Payable process, reducing staff and increasing customer service.

- Created Contract Administration function to support business units in negotiating terms and conditions, documenting standard language, tracking and managing contracts and negotiating contract cancellation.

*Vice President, Corporate Trust Operations, 1992 - 1994*

Responsible for all operational and customer service activities of Corporate Trust Group, which controlled movement of over \$10 billion in customer funds annually. Staff of 300.

- Completed due diligence on two acquisitions, successfully converted major books of business, and managed system conversion for operations group.
- Turned around group morale and built organizational loyalty, enabling group to significantly increase work volume with a small increase in staff.
- Successfully managed clean-up of reconciliation differences from past acquisitions, with minimal write-off.

*Vice President and Assistant Controller, Financial Accounting, 1983 – 1992*

Responsible for consolidated Corporate Financial Accounting Department, including General Ledger, Accounts Payable, Reconciling, Fixed Asset Accounting, Financial Systems and Regulatory Reporting.

- Managed integration of over 40 separate internal accounting groups into one consolidated function.
- Successfully converted four General Ledger Systems with 120 banks to one consolidated system.
- Managed accounting integration of 15 acquisitions. Managed design and implementation of General Ledger acquisition conversion process, allowing General Ledger conversion on day of acquisition close.

1977 - 1983      Bank of the Commonwealth      Detroit, MI  
*Vice President and Assistant Controller*

1975 - 1977      Manufacturers National Bank      Detroit, MI  
*Cost and Financial Analyst*

EDUCATION

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MBA in Finance, University of Detroit, Detroit, MI  
 BS in Business Management (Concentrations: Accounting and Computer Science)  
 Oakland University, Rochester, MI