

# WENDY FASHING

*Senior Leader · Workforce Strategy & Transformation Excellence*

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## EXECUTIVE PROFILE

Workforce strategy and transformation executive with 15+ years architecting enterprise change at scale — leading large multi-country teams, \$130M+ budgets, and operations across the Americas. Known for translating ambiguous business problems into executable workforce strategies, aligning executive stakeholders behind unified transformation agendas, and embedding AI- and data-driven operating models that deliver measurable efficiency gains. Authentic, high-candor leadership style that builds trust quickly, sharpens decision-making under ambiguity, and retains top talent through periods of heavy change. Coaches emerging leaders into successor-ready roles, with a consistent track record of internal promotion and bench strength across fast-scaling operations.

## SIGNATURE ACHIEVEMENTS

- **Enterprise scale & scope:** Lead Americas workforce strategy for Amazon's last-mile delivery operations — multi-country portfolio with \$130M+ budget, 3,700+ delivery businesses, and 100,000+ annual hires across the U.S., Canada, and Latin America.
- **Signature transformation:** Architected end-to-end redesign of driver hiring from a dual-pillar to a specialized, scalable model on a 60-day timeline — freed 120 weekly hours for customer-facing work and drove a 25% operational efficiency gain.
- **Record-setting execution:** Delivered 1.3M associates hired across U.S. Amazon operations, including a record 48,000 hires in a single week, through data-driven recruitment transformation.
- **Strategic partnerships:** Drove 95% participation in \$70M annual driver-program portfolio, exceeding the 80% target and managing alliances with McDonald's, 7-Eleven, Starbucks, InStride, and Upward.
- **Commercial & technology leadership:** Led \$21M, 3-year ATS rollout to 50% voluntary user adoption within 5 months — three months ahead of plan — with built-in scalability, SLA, and global data-privacy protections.
- **Global expansion & AI-driven modernization:** Led Amazon driver hiring expansion into Mexico and Brazil; deployed 12 AI-driven automation tools across hiring operations, enabling reallocation of 8 FTEs to higher-value work.

## PROFESSIONAL EXPERIENCE

### Sr. Manager, Americas Workforce Strategy & Services

*Amazon · September 2022 – Present · United States, Canada, Latin America*

- \$500K in reclaimed annual labor capacity by re-architecting high-volume driver hiring from a dual-pillar to a specialized, scalable model across the U.S., Canada, and Latin America — spanning 3,700+ delivery businesses and 10,000+ owners and operators.
- 6,200+ annual hours reclaimed and redeployed to higher-value work through strategic restructuring of staffing support via an on-demand model on a 60-day timeline; improved time-to-fill from 30 to 17 days (43.3%).
- Launched 12 high-impact process improvements and AI-driven automation tools across hiring operations, enabling strategic reallocation of eight team members to higher-value workforce support activities.
- Reduced weekly standard work for staffing team from 15 to 8 hours, designing and launching the first staffing performance-management framework measuring effectiveness across eight metrics in partnership with Amazon Business Intelligence.
- Founded the first agile product team within staffing operations, applying user-centric design principles to modernize workforce-management and recruiting technology.
- Led \$21M, 3-year ATS implementation, embedding scalability requirements, SLA enforcement, data-protection standards, and audit rights to maintain global compliance.

- Achieved 50% voluntary user-adoption target within five months, three months ahead of original target, leading ATS post-implementation stabilization.
- Fill rates climbed from 78% to 88% by establishing a risk-management framework for complex hiring markets.
- Drove 95% program participation against a target of 80%, managing \$70M annual driver program supporting limited-time promotions and value-added services, overseeing alliances with McDonald's, 7-Eleven, Starbucks, InStride, and Upward.
- Spearheaded on-time driver hiring expansion into Mexico and Brazil within two months, advising executive leadership on co-employment risk, regulatory compliance, and operational readiness across geographically dispersed teams.
- Reduced manual reporting by 3,250 annual hours, championing AI-assisted planning tools to develop dynamic work-back plans and executive-ready weekly/monthly business reporting at scale.
- 98% driver-program enrollment as a result of leading the platform migration of the safety-shoe program for 100,000+ Amazon drivers, owning cross-functional change management from planning through adoption.
- Led nationwide expansion of the education and tuition-reimbursement program, scaling subsidy availability from 7 to 11 states through structured governance and executive alignment.
- Led, coached, and developed direct and indirect reports across multiple geographies, driving succession planning and leadership-pipeline development.
- Completed Amazon Dawson 549 executive development program (GOLD Initiative, 2024), focused on advanced leadership, strategic business needs, and executive mentorship.

## **Sr. Regional Manager, Workforce Staffing**

*Amazon · September 2019 – June 2022 · United States*

- Led U.S. workforce staffing strategy across five delivery business lines, delivering 1.3M associates — including a record 48,000 associates hired in a single week — through data-driven recruitment transformation.
- Scaled on-demand coverage across 300 sites and three business lines, implementing an on-demand hiring support model that enabled workforce agility, mobility, and career development.
- Led organizational redesign across multiple levels and roles; executed a 50+ employee U.S. reduction-in-force while maintaining benchmark culture scores through transparent communication and structured change management.
- Partnered with the Tech Product team as the primary staffing contact to replace the existing Salesforce ATS with a new Amazon-developed product.
- Redesigned new-hire events through tech experiments on location, day, and time preferences — increased the completed-application to new-hire-event show ratio from 52.1% to 62.7% within three months.
- Maintained 95% hiring performance through significant market disruption, leading the staffing strategy pivot during COVID-19 and implementing virtual transformation solutions.
- Led global expansion into Mexico as primary workforce strategy lead, aligning cross-functional stakeholders on hiring models, compliance, and operational readiness.

## **Director of Client Services**

*Cielo · June 2014 – September 2019 · United States*

- Led transformation of client recruitment operations across a Fortune 500 portfolio, managing \$10M+ RPO programs and a matrixed team of 40+ recruitment professionals.
- Reduced application process from 14 days to 3 days, increased applications by 40%, and reduced time-to-hire 25% by transforming the driver-recruitment strategy for a Fortune 500 transportation client.
- Achieved 98% program-fulfillment rates through strategic workforce redesign and data-driven process optimization across four business units.
- Established program-management standard work and scalable onboarding frameworks, enabling organizational expansion across multiple geographies.
- Partnered with RPO implementation teams on large-scale M&A transformation projects, hiring 1,000+ employees within compressed timelines.

## **Director of Client Management**

*Accolo · February 2007 – June 2014 · Chicago, IL*

- Orchestrated end-to-end implementation of enterprise workforce transformation solutions in a start-up environment, designing customized service-delivery models that improved hiring efficiency and organizational performance.
- Optimized workforce delivery across regional portfolios through standardized processes, KPI tracking, and continuous-improvement frameworks.
- Developed comprehensive workforce training programs, establishing best practices across multiple client organizations and increasing hiring effectiveness and adoption.

## **Vertical Market Manager**

*CareerBuilder · April 2006 – September 2007 · Chicago, IL*

- Designed and executed a vertical-market transformation strategy across retail, hospitality, and restaurant sectors, developing enablement programs for 200+ professionals.
- Built a scalable training curriculum that reduced new-hire ramp time by 60% and increased vertical solution adoption by 45%.
- Delivered 120+ executive-level presentations on market transformation strategies, improving engagement by 40%.

## **EDUCATION**

**B.S., Communication** · John Carroll University, Cleveland, OH

## **PROFESSIONAL DEVELOPMENT**

**PMP Training** · Project Management Training Institute (PMTI) · 2025

**Amazon Dawson 549 Program** · 12-week Executive Class, GOLD Initiative · 2024