

# A. VICTORIA "TORI" BATEMAN, SHRM-SCP, MBA

[linkedin.com/in/toribateman](https://www.linkedin.com/in/toribateman)

## HR DIRECTOR – POLK COUNTY BoCC

### STRATEGY PLANNING | PEOPLE OPERATIONS | TRUSTED ADVISOR

SEASONED HR LEADER SKILLED AT BALANCING LONG-TERM STRATEGY AND DAY-TO-DAY OPERATIONS

HR Leader experienced in Strategic People Operations, Compliance, and Organizational Infrastructure for a multi-program nonprofit serving vulnerable populations across 9 states with multiple service sites. Built scalable workforce management, onboarding, and training programs, improving readiness while reducing organizational risk. Converted inefficient, underperforming processes into sustainable systems, generating over \$65,000 in annual savings and strengthening service reliability. Partnered with other executives and C-suite to translate strategic goals into clear priorities and day-to-day execution aligned to performance management. Trusted advisor recognized for direct and thoughtful communication, a problem-solving mindset, and transparency through organizational change.

#### SIGNATURE ACHIEVEMENTS:

- Designed and implemented an organization-wide strategy and accountability framework (OKRs/KPIs), aligning daily work with mission priorities while improving clarity, follow-through, and leadership confidence.
- Modernized people and operational systems through automated workflows and an applicant tracking system, strengthening compliance, accuracy, and staff and volunteer experience.
- Led cross-functional launch of new service offerings across 13 locations in four states, coordinating operations, training, compliance, and stakeholder communication.

## SIGNATURE STRENGTHS & COMPETENCIES

### LEADERSHIP & DIRECTION

Strategic & Operational Leadership  
Board Reporting & Partnership  
Data-Driven Decision Making  
Enterprise-wide Execution

### PEOPLE OPERATIONS

Onboarding & Retention  
Budget Development & Oversight  
HR Systems & Processes  
Efficiencies  
Education and Training – All levels

### COMPLIANCE & COMMUNICATION

Policy & Procedure Maintenance  
Community Engagement & Visibility  
Legal Mediation & Conflict Resolution  
Confidential Information

## PROFESSIONAL EXPERIENCE

### ONE MORE CHILD (OMC) – LAKELAND, FL | MARCH 2022 – SEPTEMBER 2025

#### Executive Director of Human Resources

Recruited to build the organization's first centralized people operations function, introducing structure, compliance, and leadership support during a period of growth and change. Led teams across employee relations, talent acquisition, benefits, performance management, and payroll, with responsibility for people operations budgeting and a \$13M payroll. Served as a trusted advisor to all leadership, known for direct and considerate communication, and practical problem-solving.

#### Highlight of Achievements

- **Designed strategy management system focused on** data driven OKRs, measured through KPIs, with related goals for departments and individuals, to ensure strategic vision understanding at all levels. Launched the first HR dashboard.
- **Strengthened staff capacity and retention** by developing a structured hiring and onboarding framework, including selection and implementation of an ATS, competency-based role design, change management, and first 100-day plan.

- **Delivered over \$18,000 in sustained annual savings, strengthened customer service, and improved accuracy**, by converting paper-driven operations to automated, electronic workflows, eliminating inefficiency and reducing risk.
- Led an overhaul of company-wide policies and procedures. Eliminated, consolidated, or wrote new, ensuring compliance and relevancy, **reducing P&P from over 400 to 150 clear and concise documents.**

**PROFESSIONAL EXPERIENCE, CONTINUED**

**PUBLIX SUPER MARKETS, INC – LAKELAND, FL | MAY 2008 – FEBRUARY 2022**  
**Senior Employment Law Investigator |2019 - 2022**

Investigated and resolved complex employment-related concerns, advising leadership on compliant, consistent actions that balanced organizational risk with employee trust. Represented Publix in high-conflict mediation cases with a 100% resolution rate. Managed 8 – 12 legal cases at a time, as well as lawsuits, training, and projects.

- Designed and delivered training for leaders and staff to **close operational knowledge gaps**, reinforcing service and performance expectations.
- Developed remote work procedures for investigations, with protocols and accountability steps to ensure quality.

**Strategic Project Manager | 2016 - 2019**

Partnered with executive and officer-level leaders to ensure alignment between strategic objectives and operational execution. Supported various departments including Finance, Distribution, Pharmacy, and Retail Operations. Managed multiple cross-functional initiatives simultaneously, guiding planning, implementation, and stakeholder communication.

- Improved Finance department internal customer satisfaction scores from **74% to 92%** by identifying execution gaps and guiding corrective action.
- Hand-selected to lead high-profile initiative launching café concepts in 13 retail locations, coordinating vendor partnerships, training, compliance, construction, and change management.

**Manager, HR Legal & Employment Law | 2013 - 2016**

Hired and developed HR professionals on handling confidential employee relations matters. Advised executive leadership on recommended actions. Supported and advised all levels of operations to ensure consistency and compliance with the law and internal policy. Represented the organization in audits, mediations, and agency matters, maintaining compliance and organizational credibility. Responsible for new technology, managing vendor relationships and related training.

- **Chosen to lead highly sensitive and confidential cases and projects**, responsible for management of all related data, officer education and training.
- **Reduced new-hire training time by 50%** through curriculum redesign while improving engagement and learning outcomes.

**EDUCATION & LEADERSHIP DEVELOPMENT**

**MBA – Strategic Leadership** | Florida Southern College | 2016

**Accounting Courses (non-degree seeking)** | University of Central Florida | 2012

**BS – Psychology** | Florida Southern College | 2008

**SHRM-SCP Certification** | The Society of Human Resources Management | February 2026

**Being ATHENA Leadership Certification** | Lakeland Chamber of Commerce | October 2025

**Leadership Lakeland Class 39** | Advisory Board Member |Lakeland Chamber of Commerce

**COMMUNITY ENGAGEMENT**

**United Way of Central Florida | Community Impact Team, Women United Steering Committee, Young Leaders' Society**

Lead reviews of local non-profits' performance to receive UWCF funding. Helped raise **\$100,000** through new events and donor engagement. Redesigned signature event into a sustainable annual fundraiser generating **\$2,000-\$5,000** net revenue.

**Junior League of Greater Lakeland | Board & Leadership Roles**

Served in multiple elected leadership roles, including Strategic Planning Chair and Community Impact leadership.

**Alpha Chi Omega Alumnae Board | Chair, Ethics, and Financial Advisor**

Lead a 12-member volunteer advisory board to provide governance, financial oversight, and leadership development for collegiate chapter operations.