

Vanessa Carmack

Executive Advisor and Fractional HR Executive



Executive Portfolio

Vanessa Carmack is an Executive Advisor and Fractional HR Executive with more than 20 years of experience across startups, high-growth companies, and Fortune 100 and 500 environments. Through Carmack Consulting Group, she advises founders, boards, and senior leaders while building the people infrastructure organizations need to operate effectively and grow responsibly. Her background spans multi-state, multi-site, and global organizations, with expertise in compliance, policy and procedure development, employee relations, HRIS and payroll implementation, workforce scaling, culture and engagement, leadership development, and organizational change. She is known for translating complex people and operational challenges into practical, scalable solutions that strengthen organizations, equip leaders, and create healthier employee experiences.

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Executive Advisory Perspective

Vanessa Carmack | Executive Advisor and Fractional HR Executive

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How I Support Leaders

I help leaders identify organizational gaps and put the right people practices, operating processes, and HR systems in place. My work begins with the needs of the business and follows a clear priority: people, culture, process, and technology. That perspective allows me to address immediate HR concerns while helping leadership build an organization that can sustain growth and change.

Core Advisory Areas

Advisory area	Representative support
Organizational health	Assess structure, leadership practices, communication, accountability, and organizational readiness; translate findings into prioritized action.
HR infrastructure	Build or strengthen policies, employee records, payroll and HRIS workflows, onboarding, performance practices, and compliance controls.
Executive and board advising	Provide practical guidance on workforce decisions, sensitive employee matters, organizational risk, talent priorities, and leadership accountability.
Leadership effectiveness	Equip managers through coaching, clear expectations, decision frameworks, performance support, and leadership development.
Culture and employee experience	Assess culture, strengthen communication and engagement, improve recognition, and connect employee experience to business needs.
Transformation and growth	Support workforce scaling, organizational design, post-acquisition alignment, change management, and the transition from informal practices to scalable systems.

Selected Results

0 to 120	30%	40%	24	4	2,000+
Employees hired and launched in 90 days	Reduction in turnover	Increase in survey participation in one quarter	States supported through employee relations	Countries supported (i.e. EMEA and APAC)	Associates supported with a 13-person HR team

Selected Executive and HR Leadership Work

Examples are drawn from prior leadership roles and current consulting engagements. Current clients are described without identifying confidential organizational details.

High Growth Workforce Launch

Context	A new operation required a complete workforce and HR foundation on an accelerated timeline.
Work	Built the workforce from the ground up; established HR policies and processes; designed onboarding; developed leadership training on communication, conflict, and emotional intelligence; and advised executives on wages, recognition, and retention.
Result	Scaled from 0 to 120 employees in 90 days and reduced turnover by 30 percent through improvements to hiring, onboarding, leadership, and culture.

Multi State Employee Relations and HR Infrastructure

Context	Growing and distributed organizations needed consistent HR support across multiple locations and state requirements.
Work	Led employee relations across 24 states and later built HR infrastructure in a multi-site, multi-state environment. The work included policies, manager guidance, performance and conflict support, onboarding, organizational design, and workforce planning.
Result	Created more consistent decision-making and scalable HR practices while remaining responsive to day-to-day employee and manager needs.

Fractional HR Leadership for Emerging Organizations

Context	Emerging education organizations needed experienced HR leadership without adding a full-time executive.
Work	Advised founders, boards, and school leaders while building HR and compliance infrastructure. Deliverables included HRIS and payroll evaluation and implementation, benefits support, organizational structure, hiring and onboarding systems, employee documentation, performance management, policies, vendor evaluation, and workforce planning.
Result	Helped leaders move from informal, founder-led practices toward documented, repeatable systems that support current operations and future growth.

Post Acquisition Culture and Manager Support

Context	A newly acquired international organization needed stronger alignment and engagement across teams in the United States, India, Mexico, and Guatemala.
Work	Led culture-alignment work for more than 100 employees, introduced monthly manager coaching, partnered on engagement and recognition programs, and improved communication around the employee survey.
Result	Increased engagement-survey participation by 40 percent in one quarter and strengthened manager capability across a multi-country workforce.

Fractional Leadership and Advisory Services

Engagements are shaped around the organization's stage, leadership capacity, priorities, and existing HR resources.

Engagement area	How I can help
Fractional HR Executive	Ongoing senior HR leadership for organizations that need executive judgment, hands-on ownership, and a scalable people strategy without a full-time hire.
Executive Advisor	Confidential counsel to founders, executives, and boards on organization design, talent, leadership, culture, workforce decisions, and people-related risk.
HR Foundation Build	Core HR infrastructure for startups and emerging organizations, including compliance, policies, systems, employee lifecycle practices, and manager tools.
Organizational Transformation	Focused support for growth, restructuring, acquisition integration, leadership transitions, culture rebuilding, and operational change.

Representative Deliverables

Work area	Representative deliverables
Strategy and structure	Organizational assessments; workforce plans; organizational design; role clarity; compensation and leveling support; executive and board recommendations.
Compliance and employee relations	Employee handbooks; policies; investigations; progressive discipline; performance improvement plans; accommodation, leave, wage-and-hour, and multi-state guidance.
Talent and employee lifecycle	Job descriptions; hiring frameworks; offer documentation; onboarding and offboarding; background and reference-check processes; succession and development support.
HR technology and payroll	HRIS and payroll evaluation, implementation, data cleanup, workflow configuration, testing, permissions, communications, training, and stabilization.
Performance and leadership	Performance philosophy and cycles; 30- and 90-day reviews; annual reviews; goal-setting tools; manager coaching; leadership development.
Culture and engagement	Culture assessment; engagement surveys; recognition programs; internal communications; action planning; change and adoption support.

Ways to Engage

Fractional executive leadership | Advisory retainers | HR infrastructure projects | Organizational assessments | Transformation and change initiatives | Interim HR leadership

Leadership Experience and Working Approach

Operating Experience

Experience	Scope
Organizations	Startups, high-growth companies, mission-driven organizations, and Fortune 100 and 500 environments
Workforces	Multi-state, multi-site, distributed, frontline, professional, and global teams
Industries	Telecommunications, entertainment, construction, logistics, e-commerce, consumer services, education, and nonprofit organizations
Stakeholders	Founders, executives, boards, managers, employees, legal counsel, finance teams, vendors, and external partners
Global reach	United States, India, Mexico, Canada, and Guatemala

Systems Experience

Workday | Paycom | Paychex | BambooHR | UKG | Gusto | JustWorks | BILL | Slack | Google Workspace | Microsoft Office suite | Zoom | HRIS implementation and workflow design

Leadership Beyond Client Work

My broader leadership experience includes board and advisory service, governance and risk oversight, executive coaching, leadership education, and adult instruction. I am a Certified Life and Leadership Coach, a three-time published author, a podcast host, and a part-time instructor in purpose and leadership-focused courses.

How I Work

I move comfortably between executive counsel and hands-on execution. I can advise a leader through a sensitive workforce decision, document the course of action, build or improve the supporting process, communicate with employees, and ensure the related records and systems are accurate. My approach is responsive, direct, and grounded in sound judgment, genuine care for people, and a clear understanding of business needs.

Education and Professional Development

Associate Degree in Christian Studies, Summa Cum Laude | HR Generalist Certification | HR Professional Development Certification | Leadership Certification | Life Coaching Certification

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