

## THE INS FAMILY OF COMPANIES



June 1, 2015

Des Moines Business Record  
c/o Jason Swanson  
100 4th Street  
Des Moines, Iowa 50309

Dear Mr. Swanson,

It is with honor I am pleased to nominate Christy Smith for the 2015 Women of Influence Award. Christy's expertise, enthusiasm, model leadership and service to Merit Resources has guided the organization to think differently and achieve new ways to serve clients while cultivating a culture of top talent individuals committed to providing world class service to one another and to our clients. Merit is Professional Employer Organization based in Des Moines, Iowa serving over 400 clients representing 15,000 employees nationwide with their Human Resource needs.

Christy joined Merit Resources in 2013 and acclimated to the PEO industry and a rapidly growing organization in her role as Director, Human Resources. In this role she provided oversight of our internal talent and culture and led our external delivery of HR services to our clients.

She quickly gained respect within the Merit organization through her demonstration of collaboration, expertise, communication, and engagement among the Senior Management Team as well as staff.

We began a strategy to align our leadership of internal HR operations with our external client facing HR operations. During that time there were a myriad of changes and evolutions to our business including joining Iowa Network Services. Through those many changes Christy was instrumental in maturing our goal for a more unified HR effort over her short tenure. She took the lead role in the HR synergy initiative across the Family of Companies that has led to a more unified and effective HR function throughout the enterprise. Christy's performance, expanded responsibilities, professionalism, and dedication merited her promotion to Vice President, HR Operations at the beginning of 2014.

Christy's unwavering devotion of her time, energy, and talents to the human resources and client service operations of the organization is duplicated toward her six managers and five staff. Her ability to coach, mentor, and develop top talent coupled with her collaborative leadership is well-respected and desirable to replicate. Christy ensures her staff's feedback is valued and heard, that they receive the tools and resources necessary to perform their responsibilities, and ensures professional development opportunities are available.

Christy demonstrates excellence within the community. She is a graduate of the Greater Des Moines Leadership Institute, a member of the 2004 40 Under 40 Class and is a member of the Society for Human Resource Management and Professionals.

Christy's integrity and success in serving Merit Resources and her staff models the way for other individuals within Merit and those individuals employed the human resource field who aspire to the next career level. It is an honor to have Christy Smith as a leader of our Merit organization.

Thank you for considering Christy Smith for the 2015 Women of Influence award.

Regards,



Joel Duncan, CEO  
Merit Resources