



PROFILES IN: HUMAN RESOURCES

Brigitta Glick



CATHERINE DOMINGUEZ/ SAN ANTONIO BUSINESS JOURNAL

Brigitta Glick stands in front of a piece of artwork featuring joyful children in her Provenir offices.

Title: President, Provenir LLC

Age: 44

Family: Married to Gary; daughter, 14, and son, 12.

Education: Bachelor in business administration, UT Arlington, 1991

Career history:

HR Generalist, Haggard Apparel Company, Dallas, 1989-91

HR Director, Andrew Corp., 1991-93

HR Director, Concentra, 1994-95; Consultant, 1995-2003

WellMed, 2008-09

President, Provenir, 2003-11

Where did you grow up? I grew up in San Antonio, attended Catholic grade schools here and graduated from Clark High School. I played sports, was a class officer and on student council. My father worked in human resources his entire career — starting at Handy Andy and then at a turbine engine manufacturer in San Antonio. I grew up hearing about employee relations, the challenges and triumphs, and I was intrigued.

When and where did you get your start

in HR? I believe it was a natural transition for me — growing up hearing about it and enjoying working very directly with people was an easy fit for me. My father took me to work on occasion; when I was in high school, he let me sit in on a few employee arbitrations and I was hooked. For most of college, I thought I would go to law school and work in employment law. My experience at Haggard Apparel Co. made me realize I most enjoyed building teams and helping an organization get to the next level in their evolution.

What makes you especially good at it? I have more than 20 years of experience working in HR from several perspectives. I have worked as both HR corporate executive and small-business owner/consultant in HR. I understand both sides of the desk, and I can appreciate where my clients are coming from. My business-owner side always drives me to think creatively to get things done efficiently and timely, and under budget.

Tell us about establishing your own firm? Relatively early in my career, I left

BY SHARI L. BIEDIGER

When Brigitta Glick faces an interviewer and a list of questions, the tables are turned. For a woman who makes it her job to review resumes and interview candidates for jobs in the health care industry, rare is the day when someone is taking her pulse or looking at her career life under the virtual microscope.

Glick is president of Provenir LLC, a health care human capital firm in San Antonio that is all things human resources for health care businesses — from physician and executive-level recruiting, placement and training to practice audits, evaluations, policy development and growth management.

So she tends to be an expert at asking the hard questions and expecting good answers.

It was some years ago that health care — currently the fastest growing industry in San Antonio — offered the answer to her desire to work with and help people.

"Early in my career I moved from a manufacturing environment to health care and I was hooked," says Glick. "I loved working in an industry where I was hiring people or crafting the HR strategy for organizations that were ultimately delivering health care, or designing and developing medical devices or systems, that helped people. I cannot imagine another industry providing me with such satisfaction."

Or another line of work, says Glick, who gave her company the name Provenir, which translates to "prime source" in French. "We wanted to be considered the prime source for everything in human resources."

And, today, the human resources function has a significant seat at the table in most organizations. But, according to Glick, that seat poses a challenge for in-house HR executives juggling both operations and recruiting.

That's where Glick enters. Her well-placed questions and good counsel help even those doing the hiring themselves:

"Stay true to the mission in hiring the best talent. But think outside the box. There are many people searching for work today who have transferable skills. Creativity and an open mind in hiring can often lead you to the new 'rock stars' in your organization."

a leadership position with a phenomenal health care organization to relocate with my spouse to Chicago. The CEO offered me the opportunity to stay on with the company as a consultant and to help launch their health clinics in Chicago. This was at a time when telecommuting was rare. But I was able to work from my home office and launch my own business with the benefit of having a former employer as my first client. I began to work longer and harder during those years, but I felt blessed to have this opportunity because the arrangement did not require much travel, and I could be selective with new engagements that worked well with my family's needs.

Describe your management/leadership style. I strive to hire the best people, and then give them the training and the resources to soar. I think we all come to the table with a unique set of skills and our own work and communication style. If you hire hard-working, honest people, and give them the resources they need, everyone wins. In my own business, I select people based on their work ethic, integrity, interests and desires, and then I train them on the nuts and bolts of what we do. I believe it is easier to instruct someone to perform their job responsibilities correctly than to train a person on how to treat others.

What are your biggest challenges? Managing growth. Human resources encompasses so many aspects of any business that it does not take a day off. It is crucial for us to have the bandwidth to serve new clients, while also dedicating the same level of attention and dedication to all of our clients every day.

What does an HR consultant do exactly? Our business model is to work as a seamless extension of our client's team. We get to know our client's business inside and out. Because we operate as an extension, we are able to react quickly to whatever new initiative they may want us to tackle. We are a part of the huddle when they need us, and on the bench when they don't. We can recruit executives or physicians, perform an HR audit, compile job descriptions, strategize for growth, and much more.

Typical day? There is not a typical day. I could be on site with a client discussing plans to grow their national sales team into new markets, or I could be transferring a job candidate from the airport to a client's office for a day of interviews. Other days, I am presenting the results of an HR audit we conducted and alerting the client to areas of the business that needs attention. We have a team of five, full-time people, plus an additional team of extenders that we bring on as needed. They all know, day-to-day, exactly what is going on with each of our clients.

Required tools of the trade: I could not function without my iPad and iPhone. I run an increasing amount of this business simply from the iPad.

Describe the work that Provenir does: Provenir works on an hourly basis, much like any B2B service operation, recruiting executive talent or health care providers, and providing general HR services, across all areas of health care. This fosters open and transparent communication between us and the client, most often saving them money and resources. We enjoy the partnering that occurs in a retained, hourly relationship. All leads are shared, and all notes from candidate discussions are the property of the client. We perform soup-to-nuts recruiting — from sourcing, screening, scheduling, negotiating, contracting and on-boarding of candidates — or we can focus on just one slice of the process. We may source candidates and then allow the in-house recruiter to screen the candidates we identified; or, we might manage the entire process because there is no in-house HR group, or they don't have the time and resources to recruit and hire.

How are you different from a staffing agency? We recruit primarily executive level and health care providers (physicians and allied health professionals), but there's also a distinct philosophy and business model in a firm like Provenir. We base everything on how important it is for us to know and understand the client's business model, and we don't take on similar assign-

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COURTESY OF BRIGITTA GLICK

Downtime for Brigitta Glick usually involves her family or her iPad and a few TED talks.

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ments with the competition.

How has HR changed in the last 10 years?

Many ways. Technology and virtual communication have dramatically affected the way employees and organizations interact and collaborate. Also, I see more organizations than ever outsourcing at least parts of the HR function. In most cases, this allows the in-house team time to focus on the things they do best, and gives the organization greater flexibility and access to other expertise. The rising incidence of fraud and identity theft in the last decade also requires employer vigilance in protecting employee data privacy more than ever. Over the last decade there has been an increasing demand and importance placed

on HR metrics to evaluate and predict the impact of HR practices and productivity of the workforce.

What pending HR-related legislation/regulatory issues are on your mind?

Certainly health care reform is on all of our minds. The responsibilities and associated costs for employers will be front and center; economic uncertainty and complexity of legal compliance for employers is always on my mind.

Your advice for job seekers: I often see people relying only on the job boards or the Internet as a way of finding their next opportunity. Networking is the key to successful job hunting. I encourage job seekers to identify the organizations they want to work for and then network

with the people who already work there to find a role that you may be qualified for. There are so many fantastic opportunities that are won the old fashioned way — networking.

What professional organizations do you participate in?

I serve on the board of the Healthcare Businesswomen's Association in San Antonio. HBA is a global organization that promotes the careers of women in health care and health care business. This year, I am serving as president-elect for our chapter, the only one in Texas but one of many in the world. We organize programs year-round for health care professionals in San Antonio to learn and network with one another, and sponsor the annual State of the Industry (March 23). I am also a member of the Society for Human Resource Management, the Human Capital Institute, and the American Society for Healthcare Human Resource Administration.

Your service to the community: Besides the time and resources I give to my children's schools, Providence Catholic School and St. Matthew School, I have en-

joyed working with Potter's Home Ministries, Children's Hunger Fund, Meals on Wheels, American Heart Association and Susan G. Komen Race for the Cure.

Best career advice you ever received: Balance, balance, balance. I didn't understand that 20 years ago, but today I do.

Favorite pastimes: I love all sports, but these days, I pursue my love of sports through my children's sporting events — volleyball, football and baseball mostly — and getting a good workout in myself. I also enjoy cooking and eating with family and friends.

Quote that speaks to you: "Your diamonds are not in far distant mountains or in yonder seas; They are in your own back yard, If you but dig for them." — Russell Conwell

Where you can be found on a Saturday night: If I am not at a ball game, I hope to be on the patio at La Fogata. I have great memories of spending time there growing up.

SHARI L. BIEDIGER is a San Antonio freelance writer.

Insurance News

Allstate

Allstate Insurance Co. plans to open 15 agencies in San Antonio this year as part of a larger goal to open 140 new Allstate agencies across the state.

The expansion is designed to meet the steady population growth seen throughout the Central Texas area and around the state.

Allstate will also open 40 new agencies in the Dallas/Fort Worth Metroplex, 25 in Houston, 10 in South Texas; and 15 in East

Texas and another 15 in West Texas.

Allstate is looking for qualified entrepreneurs with strong management, customer service and sales skills to open their own agencies. Agents will also receive training on how to sell Allstate's wide range of insurance and financial products, including personal and commercial auto, property and financial services.

Ideal candidates will need at least \$50,000 in liquid capital to open and start their new agency. Candidates are asked to visit [allstate.com](#)

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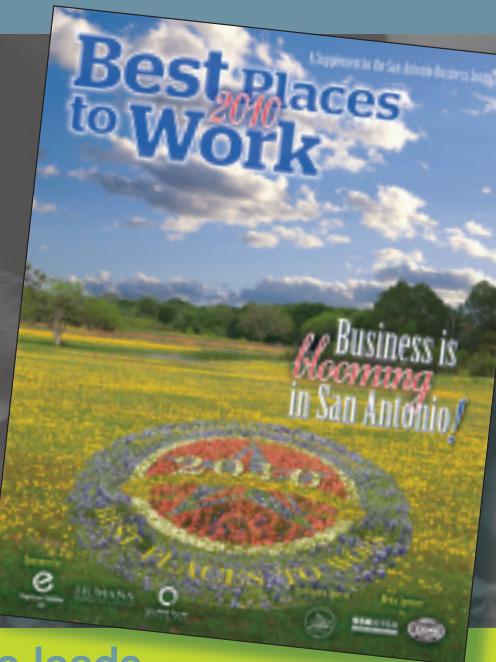
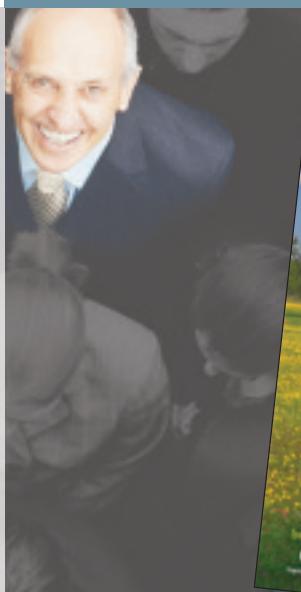
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