

Culture, Compensation, and Capability

How Hussey Copper is Building a Modern HR Function

Executive Summary

Hussey Copper is a 175-year-old manufacturing company that has spent the last two years rebuilding its HR function from the ground up. Under the leadership of VP of Human Resources Anita Orozco, the organization has modernized foundational policies, launched a comprehensive employee listening program, invested in HR team development, and kicked off a full compensation restructure. Across every initiative, McLean & Company has served as a research partner, analyst resource, and professional development platform, bringing big-company capability to a mid-sized organization.

Challenge

When Anita joined Hussey Copper, she inherited an HR function in need of significant modernization. The challenges were overlapping and urgent:

Outdated foundations: policies, processes, and basic HR infrastructure needed upgrading or building from scratch.

No employee feedback loop: there was no systematic way to listen to employees or track engagement over time.

A compensation gap: the compensation structure needed a complete redesign, a significant and complex undertaking.

A team to develop: Anita's new HR team needed targeted training and alignment to perform at a higher level.

Layered on top were the persistent challenges that define HR in manufacturing: attracting talent back to the trades, developing leaders, managing culture, and building succession plans. As Anita puts it:

"Some of the challenges I have are really no different than many other HR professionals out there. When we talk about change management, performance management, culture, and succession planning, those are all key topics for anybody in this role. And McLean's products cover everything."

Anita Orozco

Vice President of Human Resources
Hussey Copper



Anita Orozco is the Vice President of Human Resources at Hussey Copper, bringing 30 years of HR experience and a PhD in Organizational Behavior to a mandate that spans HR, compliance, security, and IT. She has been a McLean & Company member across multiple organizations for approximately 15 years.

The McLean & Company Solution

Anita has drawn on the full breadth of her McLean & Company membership, including research, analyst support, advisory services, executive coaching, and team training, to rebuild and elevate the HR function at Hussey Copper.

Engagement, New Hire & Exit Surveys

One of Anita's first major initiatives was standing up a comprehensive employee listening program using McLean & Company's survey tools and analyst support. The hands-on partnership made all the difference:

"From my member services rep to the analyst to the trainers that came out and helped us work through that, and then going back to the analyst to understand what the results were telling us, having my member services rep really hold my hand through that whole process has been invaluable to our organization."

Compensation Strategy Redesign

Hussey Copper has kicked off a full compensation restructure, one of the most complex undertakings in the organization's recent history. Working directly with a McLean & Company analyst, the team is redesigning the entire compensation structure, taxonomy, and system to ensure the organization is well-positioned for the years ahead.

HR Team Training & Development

Hussey Copper uses McLean & Company's training platform to assign targeted development to HR team members based on their specific skill gaps, whether in learning and development, compensation, or other areas:

"Sometimes HR overlooks its own needs, its own training and development needs. Being able to go in and say, 'I think this person could use something in learning and development; this person could do some more training in compensation,' and having that available with a click of a button, has been really very helpful."

Executive Counselor Support

Anita's executive counselor provides a consistent source of perspective and support, helping her navigate difficult situations and her own professional development amid the demands of day-to-day leadership. "She just helps me to keep things in perspective. We get so bogged down in the day to day that we often forget about our own development and our own needs."

Dedicated Member Services

What sets McLean & Company apart for Anita is the quality of the ongoing member relationship and the way it holds up long after the sale:

The McLean & Company Solution

"Often what I see is that vendors are very good at the sell side, but then it kind of drops off the ledge when it gets to member services. That has not been my experience with McLean at all. My member services rep feels like an integral part of my team. He understands my organization, he understands the challenges I have, and he's able to find the resources I need in real time."

Outcomes

In two years, Hussey Copper has rebuilt its HR function and delivered measurable impact both quantitatively and qualitatively.

Organization-wide listening programs: engagement, new hire, and exit surveys launched and actively used to guide decisions.

Real-time responsiveness: spot surveys allow the organization to identify and address employee concerns quickly, rather than waiting a year or more for feedback.

Stronger leadership conversations: the engagement work has created space for leaders to discuss difficult topics and collaborate on solutions they might not have otherwise addressed.

HR team development at scale: targeted training assigned across the team has elevated capability in key disciplines.

Compensation redesign underway: a full restructure of Hussey Copper's compensation structure and taxonomy is in progress for 2025–2026.

On what she's most proud of:

"Developing a new team in an old organization and getting employees engaged with what we're doing, creating a space for them to be creative and accountable and agile, all at the same time."

And on what McLean & Company makes possible:

"Having the resources that McLean offers, I feel like I can get a lot done. I feel like I can be a superwoman instead of just a small group with few resources. You bring the big-company feel to the small mid-sized companies."

Advice to Other Leaders

Anita's advice to HR professionals considering a McLean & Company membership is direct and grounded in more than a decade of experience as a member:

"If I could give a piece of advice to anyone looking at a McLean membership, it would be to just do it. If you're looking at it, it's because you need it. It's because you're needing some type of additional help to get all of the work done that we have to do, and everything is there for you. It's ready for the taking. You just have to sign on the dotted line."

She shares the same message with peers in her local HR community:

"When I'm talking to local HR representatives, if you've got situations where you're thinking, 'this is a huge nut to crack, how am I going to get this done?' then a McLean membership is awesome. It truly has been a lifesaver for me because I can't do everything, and I recognize that."

McLEAN &
COMPANY

