

MARY D. OLIVER, MBA, SPHR, GPHR, CCP

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HUMAN RESOURCES EXECUTIVE ~ COMPENSATION, EMPLOYMENT, GENERALIST

Strategy Architect, Change Agent, and HR Business Partner who blends business acumen with distinctive understanding of people and HR Systems.

HR Director with versatile experience leading established domestic, international and governmental organizations, as well as subsidiary technology start-ups, to highly profitable results. Measurable contributions to diverse organizations such as Diagnostics Corporation and Major Pharmaceuticals, including launch of a global pharmaceutical and turning around an organization that had been unprofitable for 15 years.

- Conceptualize, design, operationalize and manage human capital systems to positively impact business unit performance.
- Employ innovative strategies to build organizational culture of collaboration, engagement and alignment.
- Committed to relevant and sustainable solutions that seamlessly align HR systems and business systems.
- Work vertically and horizontally with employees across all levels, internal stakeholders, senior management, boards of directors, and business partners.

Demonstrated HR Value

- Organizational Development
- Compensation & Benefits
- Talent Acquisition
- Performance Management
- Employee Development
- Employee Engagement/Relations
- Succession Planning

CAREER NARRATIVE

BEST HR CONSULTING LLC, San Francisco, CA

February 2009 – present

[Privately held Human Resources consulting firm dedicated to providing insightful, impactful and innovative advice/services in compensation, performance management and operations.]

Managing Director

- **Compensation; Performance Management (150-employee organization):**
 - Redesigned 31-level step pay salary structure to 10-level pay-for-performance system.
 - Created common performance review form (reduced from 8) and a single performance rating system (reduced from 3). Revised form to value content and process of work equally.
- **Compensation (\$500MM medical transportation company):** Conducted Board of Directors Compensation Study and recommendations; Annual Executive Compensation Study and recommendations; and Executive Equity Retention Study and Plan Design.
- **Benefits (municipal government):** Saved \$661K by eliminating Sick Bank and installing STD/LTD program.
- **Organizational Development (\$85MM medical device company):** Redefined organizational culture to align with new business model. Created new Executive Team norms and competencies.
- **Performance Management; Legal Compliance (municipal government):** Created and implemented Management Assessment and Training program. Conducted Harassment and Employment trainings.

Selected Client List: City of San Rafael; Methods Corporation; Diagnostics Corporation; Cement Corp.

“Mary’s unmatched emotional intelligence and insightful analysis lead to effective solutions, which she implements with professionalism, dignity and respect.”

~ Kathleen Zinzer, VP of Marketing, Best HR Consulting

DIAGNOSTICS CORPORATION, Hayward, CA

June 2001 – February 2009

[*\$85M publicly traded pharmaceuticals company. One international and two domestic locations; 300 employees.*]

Vice President of Human Resources (HR)

- **Key Responsibility:** Led strategic and operational aspects of Human Resource function; managed people systems across corporation.
- **Organizational Development:** Led company to first profitable year after 15 years of losses through implementation of leadership and talent management program that transitioned individual-centric culture to collaborative and accountable culture aligned with company's customer-centric business model.
 - **Value:** Progressively moved from Gallop Q12 to state "Best Companies in California" to national "Best Companies to Work For."
- **Performance Management:** Created and facilitated Company competencies, goal setting process and quarterly business performance review. Aligned company, department and individual goals.
 - **Value:** Increased goal setting and performance reviews for employees from 70% to 100% by introducing and implementing company-wide web-based performance management system.
- **Compensation & Benefits:** Designed annual total compensation mix including all compensation and benefits programs, and employee communication and wellness programs; served as 401K fiduciary.
 - **Value:** Consistently achieved 50% lower than market rate benefit increases and 10-15% higher than market employee retention rates.
- **Employee Development:** Partnered with sales organization to develop outside Sales Representative profile; designed commission programs and drove expansion of National Sales Program.
 - **Value:** Increased YOY revenue by double digits and internal promotion rate to 80%.
- **Talent Acquisition:** Streamlined on-boarding process and aligned company and employee brands, utilizing psychometric instrument and results from employee engagement and job analysis studies.
 - **Value:** Improved time to hire 20% and time to productivity 10%; increased employee satisfaction scores.

MAJOR PHARMACEUTICALS, New York, NY

January 1996-December 2000

Senior Director of Human Resources (March 1997-December 2000)

- **Key Responsibility:** Facilitated 1st-ever launch of global product, Product Name®, that generated \$1.5B in revenues in first 18 months. Supported Executive VP of Global Operations, senior staff, and 3500 global employees in 12 international manufacturing facilities (Europe, Russia, Latin America, and Puerto Rico).
- **Organizational Development:** Led HR due diligence and integration of 200-employee plant in Puerto Rico and 150-person plant in Italy; built and staffed 60-employee plant in Russia.
- **Compensation & Benefits; Performance Management:** Led global implementation of highly innovative corporate-wide Development / Performance / Reward system. Eliminated salary ranges and merit pay by providing stock ownership and annual cash incentives for all employees.

Director of Human Resources for Subsidiary Start-Up (January 1996-March 1997)

Managed all human resources activities for subsidiary start-up after acquisition by Major Pharmaceuticals.

- **Organizational Development:** Led development of company's vision and principles, culture, and organizational design through move to new facility and launch of major new product.

EDUCATION & CERTIFICATIONS

Executive MBA - General Management, UNIVERSITY OF CALIFORNIA-BERKELEY
BA Psychology, UNIVERSITY OF CALIFORNIA-DAVIS

SPHR and GPHR Certification, December 2008 | **Predicative Index Certification**, 2001 and 2008
Crucial Conversations Certification, 2008 and 2010 | **Certified Compensation Professional**