

Best HR Consulting LLC, San Francisco, CA
Principal

February 2009 – present

A privately held Human Resources consulting firm dedicated to providing insightful, impactful and innovative advice/services in: compensation, performance management and operations.

Current assignments:

City of San Rafael (Interim HR Director)

- Created common performance appraisal (consolidated from 8); created department competencies and goal setting process; created management training program; consolidated 31 salary levels to 10 and created a pay for performance process; eliminated Sick Bank and installed a STD/LTD program (saved city \$661K). Manage daily HR and Risk Management functions.

Methods Corporation (Compensation Consultant)

- Conducted a variety of compensation studies including: Board of Directors compensation study and recommendations, Annual Executive compensation study and recommendations, Executive Equity Retention Study and Plan Design.

Diagnostics Corporation, Hayward, CA

June 2001 – February 2009

Vice President of Human Resources

Advanced diagnostics and pharmaceuticals company. Two domestic and one international location. Publicly traded, 300 employees, \$85M revenues. Responsibilities included organizational development, performance management, compensation, benefits, staffing, people development, succession planning, executive coaching, and team development.

Accomplishments

- Implemented a broad based leadership and talent management program that successfully transitioned an individual centric culture to a collaborative and accountable culture. The changes led to greater alignment to the company's customer centric business model.
- Introduced and implemented a web-based, company-wide performance management system aligning company, department and individual goals. Goal setting and performance reviews for employees increased from 70% to 100%. Created and facilitated Company competencies, goal setting process and quarterly business performance review. Results included greater clarity, engagement and achievement of individual and company goals.
- Designed annual total compensation mix including all compensation and benefits programs; 401K fiduciary and plan designer. Consistently received lower than market rate increases due to employee communication and wellness programs.
- Introduced and conducted annual employee surveys, incorporated results into actions plans to improve business processes and employee engagement. Progressively moved from Gallop Q12 to state "Best Companies in California" to national "Best Companies to Work For."
- Partnered with the sales organization to develop the outside Sales Representative profile; created the sales development program; developed an inside sales model; designed commission programs and drove the expansion of

National Sales Program. Year-over-year revenue increased by double digits and 100% of Sales Management came from internal promotions.

- Streamlined talent acquisition, on-boarding process and employee brand by utilizing a psychometric instrument, total compensation philosophy and by implementing results from several job analysis studies. Time to hire, time to productivity and employee satisfaction was greatly improved.

Major Pharmaceuticals, New York, NY

1996-2000

Senior Director of Human Resources

Supported Executive VP of Global Operations and senior staff, plus 3500 global employees in 12 international manufacturing facilities. Responsibilities included organizational development, performance management, compensation, staffing, people development, succession planning, executive coaching, and team development.

- Led global implementation of a 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.
- Led HR due diligence and integration of; 200 employee plant in Puerto Rico, 150 plants in Italy and 60 employee plant in Russia.
- Accelerated technical knowledge and best practices via short term International Learning Assignments and cross-functional International Development.
- Realigned senior management team around new business goals by using a variety of team building interventions.

Director of Human Resources

Managed all human resources activities for research / development and manufacturing subsidiary start-up.

- Led development of company's vision and principles, culture and organizational design including creation of human resources policies, employee handbook and benefit systems.
- Developed and implemented a variable compensation plan focused on key bottom line objectives.

Computer Manufacturer

1984-1996

Senior Human Resources Manager, San Jose, CA,

1992-1996

Directed all HR and IT activities for subsidiary startup producing leading edge thin film heads for disk drives.

- Established national recruiting initiative, which grew population from 100 to 600 in 18 months. Led creation of the corporate culture, compensation system and policies. Managed and grew manufacturing IT organization.

Human Resources Manager, Philadelphia PA and Detroit MI

Responsible for multi-site support to sales/software region

- Created weeklong management development program, which became corporate standard. Designed and implemented audiocassette training program.

Compensation Analyst, Boston, MA,

- Led corporate wide job evaluation and classification program for the Eastern Region.
Co-authored corporate compensation manual, brochure and video.

Education

Executive MBA - General Management
University of California-Berkeley 1995

BA Psychology
University of California-Davis

Professional Accreditation

Certified - SPHR and GPHR (December 2008)
Certified - Predicative Index (2001 and 2008)
Certified - Crucial Conversations (2008 and 2010)
Certified - Certified Compensation Professional (1992)

Personal

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Completed 7 marathons in the last 3 years.
Chairman of Elders, Berkeley Community Church