

STEPHANIE L. O'REILLY

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HUMAN RESOURCES LEADER Business Partner • Talent Management • Change Management

Intensely focused on HR alignment to business goals. Repeated experience in high-change situations, including start-up, high-growth, global expansion, M&A, divestiture, and restructuring. Deep expertise across all HR disciplines. Record of results includes employee engagement and retention, efficiency, cost reduction, risk mitigation, and substantial performance improvement.

**HR Strategy • Organizational Development • Leadership Development • Staffing
Performance Management • Total Rewards/Compensation • Employee Relations
Team Leadership/Team Development • Benefits • Culture Development**

EXPERIENCE

Kolltan Pharmaceuticals, Inc., New Haven, CT

2015 – Present

Privately-held clinical-stage biopharmaceutical company

SENIOR DIRECTOR, HUMAN RESOURCES

Hired as the Head of HR (newly created role) responsible for the human resources function with the goal to attract, motivate, and retain the best talent available. Proactively create and implement a short- and long-term human resources strategy that aligns with and supports the company's overall business strategy. Act as a catalyst and motivator for the continued development of a strong performance and innovation-oriented culture. Trusted advisor to the executive team. Coach leaders on HR matters. Responsible for all HR functions, report to SVP, Chief Financial Officer & Business Officer.

- Designed and implemented career ladders (scientific, management, professional) designed to clarify promotional opportunities for employees and provide a framework for the development of staff for managers.
- Led a team of employees to develop a company vision statement to provide a clear purpose to all employees and build a positive culture. Leveraged the new vision statement on the new Company website and office décor.
- Facilitated and enhanced the year-end performance management and compensation planning process. Provided training and one-on-one coaching to managers. Led the employee calibration meeting with the executive team and provided enhanced reporting for planning and analysis.
- Led a team to improve the security and organization of the shared drive. Significantly enhanced security and usability of the drive.
- Identified several areas for improvement within the HR department including enhancing the recruitment and onboarding processes, implementing a 60-day new hire touch base, revising the employee handbook, revising the exit interview process, and enhancing compliance including cyber security.
- Completed an industry compensation survey and reviewed internal equity to ensure the company's compensation program was adequate to retain staff and manage costs.
- Led the annual benefit renewal process, conducted market analysis to ensure competitiveness of the program and implemented a wellness program.
- Partnering with the executive team members to identify development needs and action plans to develop and grow key talent. Developed and delivered leadership training, interview skills training, presentation skills training and coaching skills training.
- Led the Operations Team meetings with the CEO, SVP, CFO & Business Officer and VP, Finance to address operational issues including facilitates, HR and IT.
- Member of the safety committee and responsible for providing leadership in the area of workplace safety.

Emergent BioSolutions, Gaithersburg, MD

2008 – 2015

*Global biopharmaceutical company with \$312 million in revenues and 1300+ employees.***SENIOR DIRECTOR, CORPORATE HR SERVICES**

Led corporate-wide strategy and action planning on key organizational priorities, including organizational development and change management, mergers & acquisitions, management development, performance management, global employee relations, recognition programs, HR compliance, policy development, and staffing. Manage 2 direct reports and \$1 million budget.

- Co-chair multi-year culture transformation initiative to unify company culture after multiple acquisitions; steer creation of new values, communications, structure, and operational practices. Results of follow up surveys indicate significant positive culture change across the organization.
- Led HR due diligence and integration HR team leader for 4 M&A transactions; drove focused communications and onboarding and kept voluntary turnover of acquired staff to <3%.
- Led a cross-company team to enhance performance management process and increase satisfaction ratings of the performance management process
- Implemented two new "ePerformance" systems, achieving 100% online goal-setting in 50% less time, new management accountability, and stronger reporting capabilities.
- Implemented two new ATS systems, achieving greater candidate access, improved time-to-fill metric and improved compliance.
- Led the implementation of an on-boarding system to enhance the new hire experience and increase retention
- Spearheaded new, global management training program to address significant managerial skills gaps and increase staff retention; rolled out training to 150 managers in 12 months, with strong positive feedback. On-going management training curriculum developed and delivered to enhance management effectiveness. Implemented feedback tool to support management training.
- Led successful OFCCP audit with no findings against the company.
- Integral member of a team that developed and implemented a succession planning program.
- Led a global task force to develop the first company-wide recognition program, presented the recommendations to the Executive Committee and implemented the new corporate recognition program.
- Developed staffing model template for use by department heads to effectively anticipate staffing needs.
- Developed a corporate-wide intern program to enhance employment brand reputation and build a future candidate pipeline.
- Developed a comprehensive employment branding strategy to enhance recruiting efforts.

Nabi Biopharmaceuticals, Rockville, MD

2007 – 2008

*Biopharmaceutical company focused on developing products to address unmet medical needs. Acquired by Biota.***DIRECTOR, HUMAN RESOURCES**

Became head of HR for new corporate headquarters following major divestiture. Partnered directly with CEO and served as trusted advisor to executive team. Managed 1 direct report and \$400,000 budget.

- Co-led organization-wide restructuring to form 2 separate business units, facilitating successful divestiture of \$20 million business and major reduction in force (400 to 45) with zero lawsuits.
- Directed smooth transition of HR function, systems, and programs from FL to MD; quickly established credibility in location that previously had no HR presence.
- Crafted and presented new corporate-wide bonus program to improve retention; gained quick Compensation Committee approval, drove implementation, and reduced turnover to less than 10%.
- Identified several areas for improvement and specific action steps within the HR department including a new policy manual, develop HR SOPs, and improved the approval process for HR actions
- Completed an industry compensation survey and reviewed internal equity to ensure the company's compensation program was adequate to retain staff and manage costs

Futron Corporation, Bethesda, MD

2005 – 2007

*Privately held aerospace consulting firm; ~\$20 million in annual revenue and 100 employees in 3 states.***DIRECTOR, HUMAN RESOURCES**

Led HR operating plan, priorities, and solutions in collaboration with executive team. Coached leaders on HR matters. Responsible for all HR functions, reported to CEO, and managed 2 direct reports and \$600,000 budget.

- Drove workplace initiatives to drive attraction and retention of key talent in highly competitive market; helped company win 1st of 4 consecutive Montgomery County Workplace Excellence Awards.
- Created and executed Futron University to develop management skills; 85+% of managers graduated first-level program in the first year, dramatically improving organizational effectiveness.
- Following several executive leadership changes, worked with CEO to create new high-performing executive team; facilitated conflict resolution and team building, with lasting results.
- Implemented several process improvements including developing the HR SOP manual, development and implementation of a Manager's Handbook, implementation of a new performance evaluation tool, revision of the job grade structure, and revised the exit survey questionnaire.
- Appointed as the management representative for the Futron Quality Initiative
- Enhanced the college summer intern program to improve staffing pipeline and diversity.

Manugistics, Inc., Rockville, MD 2004 – 2005*Global software applications development company (\$175 million in revenue); acquired by JDA Software in 2006.***SENIOR MANAGER, HUMAN RESOURCES**

Steered key corporate HR functions including staffing, onboarding, training, performance management, and organizational development for company of ~600. Managed 1 direct report and budget of \$400,000.

- Tapped to lead recruiting, compensation, and onboarding for new division being formed - Manugistics India; quickly staffed division and ensured successful launch in 6 months.
- Initiated first full-scale college recruitment program, filling 20 entry level positions with high caliber candidates.
- Steered overhaul of incentive plan and stock option ranges to ensure internal consistency and competitiveness in recruiting market.
- Worked with division leaders to update success factors to accurately reflect requirements of positions.
- Revised the exit interview survey and created quarterly reports to identify trends for the executive team.

Raffa & Associates, P.C., Washington, DC

2002 – 2004

*Privately held public accounting firm; ~120 employees.***DIRECTOR, HUMAN RESOURCES**

Set HR direction and priorities and drove solutions to meet business objectives, in close collaboration with CEO. Responsible for all HR functions, managed \$700,000 budget and 4 professional staff members (2 HR, 1 office manager, and 1 IT).

- Developed first-ever core competencies and integrated them into selection, evaluation, and development processes; significantly improved hiring quality and career planning.
- Spearheaded multiple initiatives to improve workplace culture in competitive and stressful industry, including new financial benefits, transportation reimbursement, flexible work arrangements, recognition, and communications; boosted retention, morale, and attraction.
- Provided leadership to the recruiter to enhance the sourcing of resumes and interview process. Successfully recruited several highly qualified individuals and managed the college recruitment process. Implemented the first affirmative action plan to enhance diversity efforts.

ARBROS Communications, Inc., Linthicum, MD

2001 – 2002

*Privately held startup regional telecommunications company; closed in 2003.***DIRECTOR, HUMAN RESOURCES**

Assumed HR leadership during period of major staff reduction, including developing and implementing action plans across all areas of HR to enhance and sustain organizational effectiveness.

- Appointed to manage significant workforce reduction (450 employees to 65) including selection, communications, outplacement, and severance, handling difficult process with professionalism.
- Developed and implemented a job grade structure for the company. Analyzed current pay practices against market to determine competitiveness of compensation and attract top candidates in a competitive market.
- Developed an Executive Bonus plan and an incentive compensation plan for VP of Sales.
- Selected vendors for new benefit programs including Flexible Spending Accounts, Supplemental Life Insurance and Commuter Reimbursement Accounts and managed the roll out and introduction of these new programs.
- Participated in the requirements gathering for an upgrade to PeopleSoft and worked with the HRIS Administrator on a daily basis to enhance the functionality of the system.

Cidera, Inc., Laurel, MD

1999 – 2001

*Global, pre-IPO company focused on satellite internet technology; closed in 2003.***VICE PRESIDENT, HUMAN RESOURCES**

Promoted from Director to Vice President, leading strategy and implementation across all HR disciplines.

Worked directly with executive team and Board of Directors. Managed team of 5 and \$800,000 budget.

- Collaborated with executive team to determine organization structure and staffing needs for IPO; grew staff from 79 to 200+ in 3 months in highly competitive high tech recruiting market.
- Crafted HR programs to achieve “employer of choice” status for company, including first performance review system, competitive compensation structure, base and incentive pay systems (including sales incentives), and recognition programs.
- Staffed the international sales organization including determining legal requirements for each country, developed appropriate compensation packages and set up payroll capabilities for each country.
- Selected a new broker to revamp the entire benefit program. Worked with the broker to market our program and evaluated several vendors and funding options for the welfare and 401(k) programs. Selected a new healthcare provider and implemented the new program including converting from traditional insurance to a self-funding mechanism.

Otsuka America Pharmaceutical, Inc., Rockville, MD

1997 – 1999

*Global pharmaceutical company***Associate Director, Human Resources & Corporate Compliance Officer:**

Managed the corporate HR generalist activities including managing two HR Managers and one Administrative Assistant. Provided HR generalist support for a client base of over 150 employees.

- As a member of the Executive Committee, presented feedback to the team and identified issues resulting from a major reorganization. Developed action plans to address issues including implementing a communication process between the Executive Committee and the next level of management and managed an all-employee communications meeting.
- Established an effective HR team by initiating a team building session, conducting weekly meetings and involving the staff in several projects including the development of the department's priorities.
- Partnered with the Sales senior management team to develop an expansion strategy and developed the HR action plans to achieve strategic objectives. Doubled the size of the sales force in 3 months.
- Designed and implemented management skills training.

CIGNA, Michigan, Philadelphia, Connecticut, Wilmington

1990 – 1997

Global insurance provider

Human Resources Manager - CIGNA International Division: Wilmington, DE.

Responsible for all Human Resource support for a field office including organizational design and development, management consultation, staffing, compensation planning, incentive compensation design, employee relations, training, and job evaluations. As part of the senior management team, defined the HR direction; developed and implemented specific action plans to achieve the business goals. Responsible for the HR and training budget and managed one direct report.

Assistant Director, Human Resources – CIGNA Individual Insurance Division: Bloomfield, CT.

As a business partner, responsible for compensation planning, employee relations, training and staffing. Acted as a consultant to managers on HR issues and designed and implemented appropriate interventions. Supported the division objectives through the deployment of various HR strategies and programs. A key member of the division's HR team.

Human Resources Representative – CIGNA Property & Casualty Division: Bloomfield, CT.

Responsible for all Human Resource activities for an office of 200 employees including management coaching, staffing, compensation, employee relations and training. Partnered with managers on human resource issues and interpreted company policies. Implemented various division initiatives. Developed and delivered several training programs.

Human Resources Associate – CIGNA Property & Casualty Division: Philadelphia, PA.

Selected for a professional human resources development program.

Human Resources Assistant – CIGNA Property & Casualty Division: Southfield, MI.

Assisted the HR Manager in all aspects of HR.

EDUCATION & PROFESSIONAL CERTIFICATIONS

Master of Science in Organizational Behavior

University of Hartford, West Hartford, CT

Bachelor of Business Administration, *Magna cum Laude*

Major: Human Resources Management

Eastern Michigan University, Ypsilanti, MI

Pursuing SHRM-SCP professional certification

Certified in Myers-Briggs Type Indicator, Situational Leadership II, Situational Self Leadership, and DDI Leadership Development

Professional Member of Society for Human Resources Management (SHRM) both national and local chapters