

ROBERT DORION

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SUMMARY

Senior Human Resources executive with extensive experience across a broad array of industries. Proven ability to lead Human Resources for global companies experiencing rapid growth, mergers & acquisitions and business restructuring. Directed the development and delivery of Human Resources programs and services for multiple site international and domestic businesses.

HIGHLIGHTS

Human Resources Team Leadership: Hired, developed and led global Human Resources teams as large as 23 employees for companies ranging in size from under 100 up to 1,850 employees.

Employment: Effectively managed high volume employment and executive search processes for large and small companies.

Compensation: Directed the development of compensation programs including the redesign of sales incentive compensation plans, the implementation of skill based pay programs and the delivery of effective compensation practices for global operations ensuring internal equity and market competitiveness while improving the recruitment, engagement and retention of employees.

Organizational Assessment and Planning: Introduced various organizational assessment and planning instruments including Succession Planning, Skill Assessment Inventories, "9 Box Grid" Talent Assessments, Stack Ranking and 360 Degree Feedback.

Mergers and Acquisitions: Provided Human Resources leadership during the due diligence, acquisition and assimilation of 12 businesses for four companies.

Change Management: Managed complex employee relations and productivity issues associated with significant organizational changes including acquisitions, divestitures, restructuring, business consolidations, plant relocations and closures, product end-of-life decisions and reductions-in-force.

International: Hired and directed Human Resources managers in Europe, Asia and Canada; directly counseled international teams.

EXPERIENCE

EXA CORPORATION, Burlington, MA

2007

A privately held \$28M CAE software tools company with 165 employees.

Vice President, Human Resources

Selected as the company's first Human Resources professional to establish the Human Resources function, implement a leadership development program, participate in organizational assessment and design, and build Human Resources programs to support a rapidly growing business.

AVID TECHNOLOGY, INC., Tewksbury, MA

2000-2007

An international \$900M media technology products and services firm with 2,700 employees.

Director, Human Resources, Video Business Unit (\$490M, 1,540 employees)

Reported to both the Corporate Vice President of Human Resources and the General Manager of the Video Business Unit. Business partnered with the Business Unit General Manager, Chief Operating Officer and Vice Presidents of Worldwide Sales, Engineering, Manufacturing, Customer Service and Marketing.

- Drove the Talent Management process across the business unit utilizing tools such as Succession Planning, Key Performer Identification, Talent Profiles, Individual Development Plans, "9 Box Grid" Talent Assessments, Skill Assessment Inventories, Stack Ranking and 360 Degree Feedback.
- Provided Human Resources leadership during the due diligence, acquisition and assimilation of six companies.
- Delivered remote Human Resources support to the 100 employee Asia-Pacific region during a four year period without a regional Human Resources leader. Hired Singapore based Human Resources Director for Asia-Pacific in 2006.
- Introduced communications programs geared to improving employee engagement and retention.
- Initially hired as Director, Human Resources for Worldwide Sales, Marketing and Customer Service.

ASIC ALLIANCE CORPORATION, Woburn, MA

1998-2000

A startup hardware design engineering consulting services firm.

Director, Human Resources

Reported to the President. Hired to launch the Human Resources function.

- Managed employment process that increased employee population by over 60% during 1999.
- Guided implementation of new organizational structure that resulted in improved management span of control and customer interface while providing growth opportunities for employees and setting the stage for business growth.
- Implemented or revised several benefits and policies that prepared the company for growth outside of New England.

CADENCE DESIGN SYSTEMS, INC., Chelmsford, MA
A \$1B EDA software products and services company.

1997-1998

Director, Human Resources

Directed the delivery of Human Resources services for two global business units.

- Led the Human Resources integration activities for acquired businesses in the United States and Canada.
- Facilitated the communications and the decision making process in newly implemented matrix organization immediately following large acquisition that significantly increased the size of the company.
- Resolved employee issues associated with product end of life decisions including employee redeployment.
- Managed annual compensation, performance and position leveling process to insure internal and external equity.

GENERAL DATACOMM, INC., Middlebury, CT

1995-1997

A \$235M global telecommunication products and services firm with 1,850 employees.

Vice President, Human Resources

Reported to the Chairman of the Board and Chief Executive Officer. Managed 23 Human Resources employees.

- Directed employment process that yielded 487 new hires over two years during intensely competitive employment market. Managed eight Vice Presidential level executive searches.
- Led executive team that restructured U.S. sales force and related incentive compensation plans in anticipation of changing market conditions.
- Implemented employee termination review process that lowered legal and settlement costs by 80%.
- Managed the development and implementation of a Skill Based Pay program that motivated manufacturing employees to learn new skills to meet the demands of increasingly complex manufacturing processes while providing employees with skill and compensation growth opportunities.

MORTON INTERNATIONAL, INC., Danvers, MA

1986-1995

A \$3B global industrial products company.

Director, Human Resources, Specialty Chemical Products Group (\$370M, 1,250 employees)

Reported to the Group President. Managed 18 employees for this multi-plant, multi-product line business with domestic and international operations. Also directed public affairs, industrial medical and safety programs.

- Reduced Human Resources costs by 40% while supporting a 60% larger population after company reorganization.
- Implemented Succession Planning program that generated growth opportunities across the business unit for high performing employees while decreasing reliance on external sources for management candidates.
- Led the task force responsible for redesign and implementation of the group sales and marketing incentive plan that met the business challenge of increasing the sale of new products into new markets without jeopardizing the sale of legacy products into existing markets; led to an increase in overall revenue.
- Effectively managed the complex employee relations and productivity issues associated with two lengthy business closures with eventual downsizing and no resulting litigation.
- Managed Human Resources activities associated with the acquisition and integration of three different businesses.
- Successfully responded to discrimination charges at the state and federal levels.
- Initially hired as Manager of Human Resources for two product groups with 450 employees, later promoted to Senior Human Resources Manager for a division with 750 employees.

WANG LABORATORIES, INC., Lowell, MA

1982-1986

Human Resources Manager

Managed four employees; responsible for providing Human Resources services to a 550 employee organization. Initially hired as Human Resources Representative and subsequently promoted to Senior Human Resources Representative.

EDUCATION

MBA, Human Resources Concentration, Bentley College, Waltham, MA

BS, Business Administration, Northeastern University, Boston, MA