

DONNA A. HEUCHLING

Twenty Two Mason Street, Lexington, MA 02421 • (617) 721-0418

dheuchling@comcast.net

Innovative, hands-on Human Resources Business Partner with proven success delivering results and organizational effectiveness strategies as a partner on Senior Management teams. Experienced in Organizational Development, Communications, Change Management, Talent Acquisition, Employee and Leadership Development, Employee Engagement, Reward Systems, and Payroll strategies to meet business objectives.

- Recognized for a collaborative leadership style, creative problem solving ability and strong mentoring and facilitation skills to successfully resolve business and human resources challenges. Demonstrated ability to work effectively at all levels from line employees to top executives.
- Delivered right-sizing, down-sizing, and merger and acquisition strategies for 21 organizations to drive business results.
- Scaled large company strategy to smaller organizations to maximize efficiency, productivity and ROI. Experience spans starts-ups to globally enterprises.
- Adapted skills to varied industries including: Energy, Integrated Facilities Management, Telecommunications, Financial Services, Publishing, Higher Education and Business Services.

EXPERIENCE

DONNA HEUCHLING CONSULTING, Lexington, MA

Human Resources Business Consultant (2009 – Present)

- **Veolia Environnement, Paris, France**
Delivered Human Resources strategy, employee integration and communication consultation and participated in sales presentation in bid for a \$100M+, multiple-site, integrated services contract for a global pharmaceutical client. Bid included energy, water and waste management facilities.
- **RISO, Danvers, MA**
Provided project management oversight, vendor management and roll-out of KRONOS System and ACTSOFT wireless application for field technicians; delivered employee relations support and management/staff training.
- **WindPole Ventures, Lexington, MA**
Counseled founder on company planning and business strategy, budgeting, benefits and payroll administration, talent acquisition and candidate assessment.
- **HRe-Sources, Holliston, MA**
Coach individuals, managers and executives on career and job search strategies.

THE POHLY COMPANY, Boston MA

A marketing company providing consulting and custom publishing services to corporations, associations, and publishers to improve customer engagement; 60 employees with revenue of \$23M.

Director of Human Resources/Vice President (2007 – 2009)

First strategic Human Resources professional hired to implement strategies and services to support growth, develop high performance teams to drive business results and enhance a culture of employee engagement.

- Designed and implemented hiring and talent management processes and leadership training to increase retention and improve hiring decisions.
- Improved communication strategies and management coaching resulting in a 20% increase in Employee Satisfaction Survey scores in trusting executives, benefits that meet employees' needs and being fairly compensated.

ONE COMMUNICATIONS (formerly CTC Communications, Waltham, MA), Rochester, New York

Largest privately held provider of advanced telecommunications technology solutions for small to mid-size companies in the Northeast after four-company merge with employee growth from 600 to 2,500 and revenues from \$250M to \$850M.

Vice President, Human Resources (2005 - 2006)

Re-organized and strengthened Human Resources and Payroll services to improve management & employee satisfaction using a centralized shared-services model to support twenty locations in nine states after two acquisitions. Subsequently, provided leadership for a four-company acquisition increasing operations to seventy locations in sixteen states.

- Improved image, employee confidence and service delivery within three months by recruiting high performing HR and Payroll teams, upgrading staff capabilities and partnering with business units to streamline processes.
- Increased employee retention by 10% in less than six months by dramatically improving the overall quality of hires and on-boarding process, and by reducing the hiring cycle time for the Engineering, IT and Sales teams.

BERKSHIRE MORTGAGE FINANCE, Boston, MA

Financial services corporation recognized by customers and investors as the #1 commercial multi-family real estate lender of choice. Acquired in October, 2004, by Deutsche Bank, New York, NY.

Director of Human Resources/Vice President (2001 – 2005)

Established the first Board approved strategy for a geographically dispersed HR team providing leadership to hire, develop, reward and retain top talent; consulted with senior management and key stakeholders to achieve assimilation goals and integration of three different company cultures to support growth from 225 to 340 employees and a 90% revenue increase as the loan portfolio grew from \$12B to \$18B.

- Positioned 50% of top Vice Presidents and Directors for increased responsibilities through succession planning, leadership development and mentoring forum including an intensive individualized 360-feedback and coaching process.
- Designed and implemented a competency-based performance management process based on core values, functional requirements and goal setting to establish a company culture that contributed to business results exceeding plan by 18%.
- Partnered with all levels of a Service Department to drive change from a generalist to a specialist model across three regional offices resulting in improved productivity, quality and uniform reporting.
- Implemented a staffing and career path process to support 90% revenue growth over three years.
- Redesigning Senior Executive Retirement Plan; dramatically improved participant satisfaction.
- Managed a charity that annually donating \$200K to organizations where employees offered time and talent in their communities. Provided financial support and 40 mentors to children in an inner city elementary school in Boston.

HARCOURT LEARNING DIRECT/HARCOURT HIGHER EDUCATION, Cambridge, MA

A Division of Harcourt Inc., an international publishing company providing educational systems to the elementary, secondary, college and life long learning markets. Division revenue of \$110M with 1,100 employees. Acquired by Thomson Learning, Stamford, CT.

Vice President, Human Resources (1999 – 2001)

Developed the HR strategy for a newly formed division of two national and two international companies delivering distance-learning systems and a technology company for the start-up of the first totally on-line college.

- Consulted with three diverse groups of employees and cultures (PhD faculty, IT professionals and a unionized Call Center) to create a unified organization, awarded the first Massachusetts Higher Education Accreditation for a for-profit college on a totally web-based platform.
- Established strategic planning model to identify best practices across four unique distance learning companies to improve profitability and cross company synergies.

SODEXHO USA, Waltham, MA

National provider of managed services to the healthcare, education, and corporate market. Experienced revenue growth of \$250M to \$4B and staff growth from 8,000 employees to 100,000 employees. Six acquisitions.

Director of Employee Relations and HR Operations (1991-1999)

Developed and implemented a shared services model to provide field-focused Human Resources support in the areas of employee relations consulting, employment, employee services, benefits administration and reward programs.

- Developed and delivered employee relations training programs, built strong relationships across all levels of the organization, and provided win-win strategies for complex employee relations issues that increased staff retention by 40% and decreased legal and regulatory problems by 50% during time of significant growth.
- Led Human Resources integration of newly formed public company with employee growth from 25,000 to 100,000 including a retention strategy to retain 200 key staff positions for over one year with 95% success rate; development of HR and Corporate policies for a public company; implementation of a broad band compensation structure; communication strategy and collateral materials for the benefits conversion; completion of a two payroll system/five pay cycle conversion to an enterprise system with 99.96% success rate in the first pay run.
- Managed up to 40 different union contracts. Won union support for re-engineering job functions across multiple services in a large inner city medical system.
- Co-chaired first Diversity Taskforce with CEO to improve management diversity within the organization.
- Reduced HR Operations process time by 40% in pilot process improvement project used to develop and launch Total Quality Management across the company.

SODEXHO USA continued

Director of Training and Development (1989 -1991)

Designed and delivered field-based programs to meet operational and management development objectives in a highly decentralized entrepreneurial, customer-focused environment in the Healthcare, Education and Corporate Services markets.

- Implemented a model to migrate corporate training and development responsibilities into business units resulting in management participation and commitment; ultimately led to the decentralization of day-to-day Human Resource consulting into the business units.
- Influenced the cultural integration of four distinct business units through orientation, training programs for line staff, management development for 200+ managers and communication tools.
- Received International Innovation Award for design and implementation of a Productivity Improvement Program for the Corporate Services Division.

COMMUNITY AFFILIATIONS

WIDE HORIZONS FOR CHILDREN, Board of Directors, Waltham, MA (1997 –2006, 2008 – present)

Chairperson (1999 – 2006) Provided leadership in Strategic Planning and Human Resources practices to support growth to become the third largest international adoption agency in the United States increasing placements from 150 to 700 annually.

LEXINGTON JOB SEARCH GROUP, Lexington, MA (2009 – present)

Founder and Co-Facilitator of bi-monthly meeting providing job search coaching and networking opportunities.

PROFESSIONAL AFFILIATIONS

Human Resources Leadership Forum
National Association for Professional Women

Society of Human Resource Management
Northeast Human Resources Association

EDUCATION

MIT, Sloan School of Management, Greater Boston Executive Program, Cambridge, MA

On Leadership, The Levinson Institute, Boston, MA

B.A., Psychology, Boston College, Chestnut Hill, MA