

HELIO MEDINA

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SUMMARY

A highly experienced, results-driven, and engaged executive with an extensive record of global and domestic accomplishments. A passionate HR leader focused on succession planning, performance management, project management, staffing, compensation, organizational development, negotiation, and dispute resolution. A multicultural expert able to build and maintain trusting relationships, leveraging adaptability, team building, and communication skills to engage and energize all organizational levels and deliver results in diverse business and cultural environments. A resourceful problem-solver with a proven record of using data analytics to provide innovative solutions that accomplish organizational strategies and objectives.

EXPERIENCE

PRESENT: Volunteering with a local charity to assist refugees and asylum seekers with the transition to life in the USA. This involves, mentoring, coaching, translating and supporting them with their interactions with government agencies.

FAIRPOINT COMMUNICATIONS, INC., Portland, Maine

Senior Director - HR Business Partner, 2010-2018

Transformed people strategy by redesigning and executing corporate-wide plan for talent acquisition, onboarding, professional development, motivation, retention, and organization of work. Designed plan to ensure leadership bench strength by identifying and developing high-potential talent in conjunction with training department, and created tools to help monitor program. Worked in close partnership with legal department in preparation of disparate impact analyses and on drafting position statements defending against discrimination charges filed with Human Rights Commission and EEOC. Redesigned and consolidated HRBP/labor relations roles to bring analytical focus to labor relations department. Improved relationship with union leadership of three northeast states. Influenced business leads to work closely with labor relations team to communicate changes necessitated by systems.

- Developed and delivered corporate succession plan which identified, provided professional development to, and positioned employees for roles as new chief operating officer, vice presidents, senior directors, and directors.
- Coached and guided senior leadership on several major organizational enhancements to ensure that proper change management techniques were adopted.
- Led reductions in force from 2011 through 2016, reducing employee-related expenses by \$75,000,000.
- Led workforce planning efforts and oversaw all activities of HR to ensure project plan commitments were delivered on time and on budget.
- Managed HR budget for entire company with a target of 5% reduction year over year while still maintaining organization excellence.
- Implemented process improvements and reduced time required to complete RIF by 63%.
- Developed several financial tools to assist with tracking and reporting net impact of RIF actions and worked in conjunction with FP&A organization in communications development for investment community.
- Established system for tracking and reporting on third-step grievances, eliminating backlog of approximately 300 unheard grievances and ensuring timely processing of information requests as required by CBA to ensure compliance with NLRB.

- Successfully partnered with in-house and outside counsel to defend against discrimination claims in multiple U.S. and global locations.

Director - HR Business Partner, 2008-2009

Defined and built an HR business partnering function as a strategic linkage between business units and HR in setting direction and driving initiatives in support of strategic goals. Implemented HRBP function after acquisition of northern New England properties from Verizon, which required reevaluation of team, redesigning services provided to business groups and overcoming challenges caused by the integration. Served as primary contact for human resources (HR), labor relations, and finance in addressing systems integration issues, necessitating constant intervention by HRBP team.

- Rebuilt entire HR operations function (structure, process, and governance) to be efficient, reliable, and scalable during the company's rapid growth, which required the addition of 1,000 FTEs.
- Partnered with business leads to understand most pressing requirements for their organization and provide solutions to meet customer expectations and manage employee performance while continuously triaging situations arising unexpectedly due to systems cutover.
- Led the workforce planning efforts implementation for the company. Oversaw all activities for HR/organizational development, training, and onboarding, ensuring project plan commitments were delivered on time and within budget.
- Managed a job redesign effort to drive standardized key roles across the company's three operational units. Assessed and implemented new spans of control, developed competencies, and developed behavioral interview tools to assess new hires.
- Designed and implemented headcount reports, staffing analysis tools, and other metrics that informed business units of human capital.

FAIRCHILD SEMICONDUCTOR, South Portland, Maine

Senior HR Business Partner - Corporate, 1999-2008

Provided HR management and consulting services to business groups to help organizations accomplish mission through design/delivery of HR programs and systems. Served as consultant to organizations in areas of succession planning, performance management, compensation, employee relations, training, and staffing. Supported finance, APG and SPG product lines, Q&R, technology development, sales, and marketing groups. Developed and maintained strong working relationships and promoted teamwork with employees across organization, functionally and geographically.

Interfaced with engineering, finance, and sales/marketing colleagues to ensure consistency in execution of business plans. Managed strategic HR issues for global sales and marketing, including Japan, Korea, and Asia Pacific, involving 30%-40% international travel, as well as overcoming cultural and language challenges. Acted as broker between corporate and regional HR groups to ensure consistent and equitable implementation of programs with integrity and sensitivity to cultural differences. Served as HR lead for technology team offshoring process, implementing complex organizational plan to transition jobs offshore in most cost-effective way.

- Developed and led the project of hiring the Japan sales president.
- Developed and implemented headcount control plan to reduce cost of sales levels by 25% at sales office in Japan, using extreme sensitivity to cultural issues and ability to build trust and effectively communicate with employees at all levels to achieve minimal impact on employee morale.

- Managed key technologist reward program globally (created as company's premier reward program for the development of engineers), allowing company to highlight and reward successful and vitally important individual contributor technologists.

ADDITIONAL EXPERIENCE

NATIONAL SEMICONDUCTOR, Site HR Business Partner, 1995-1999. Developed and implemented comprehensive HR strategies to enhance organization's ability to meet business goals. Created and implemented new processes and systems to affect cultural change in support of corporate mission. Analyzed complex business issues and diagnosed organizational effectiveness. Consulted with senior management in areas of performance management, compensation, workforce planning, and organizational design. Led team redesign and implementation of company-wide 360-degree performance review process, allowing for evaluation of employees, including input from internal customers, peers, and supervisors.

RHODE ISLAND LABOR RELATIONS CENTER, Providence, Rhode Island, Intern, 1994-1995.

EDUCATION

UNIVERSITY OF RHODE ISLAND, Kingstown, Rhode Island
M.S., Labor and Industrial Relations
B.A., History

LANGUAGE SKILLS

Fluent in English, Portuguese, and Spanish.

PROFESSIONAL DEVELOPMENT

Acumen Learning: Building Business Acumen® – Training in finance, commercial awareness, and business savvy, 2014

VitalSmarts: Crucial Conversations Training, 2013

EEOC Training Institute: Reasonable Accommodation and the Americans with Disabilities Act, direct instruction given by Commissioner Victoria Lipnic, 2012

VOLUNTEER WORK

Hope House – Translation and interpretation volunteer

Ingraham House – Volunteer and board member