

FERNANDA BARREIRA

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GLOBAL HUMAN RESOURCES EXECUTIVE

Global Human Resources executive offering extensive experience ranging from start-ups to Fortune 500 companies. Change Agent with a proven ability to lead large-scale change efforts as both a team member and leader within a variety of industries. Experience building and launching field organizations. Background includes domestic, international (Europe, APAC and Americas), and multi-site experience. Fluent in Portuguese and conversant in Spanish.

Core Competencies:

Strategic Business Partner | Change Management | Employee Engagement | Merger & Acquisitions | Strategic Workforce Planning | Succession Planning | Organization Development | Team Leadership | Diversity & Inclusion

PROFESSIONAL EXPERIENCE

Sanofi (Genzyme Business Unit), Cambridge, MA 2013 – 2020

A Biotech company committed to providing transformative therapies for patients with Rare and unmet medical needs.

Director, Human Resources

Leadership role, partnering with leadership teams (commercial and functions) to support implementation of HR programs.

- Successfully designed, built and launched a complete field organization from the ground up to support the new Rheumatology drug within a 90 days' time frame. Created and delivered on-boarding program for all new hires. Kept organization engaged while waiting for FDP approval resulting in 100% employee retention
- Led the organizational redesign for the MS & Rare Diseases commercial teams to align with business goals.
- Partnered with stakeholders and OD team to identify organizational issues, root causes during a pre-launch with a joint venture and deploy appropriate interventions to address findings and measure results.
- Provided leadership across IO global network for work force planning process. Partnered with COE's and HRBP's to ensure the process was implemented across all sites and functions delivering action plans in support of the talent Long Range Plan (LRP).
- Drove implementation of a Sales restructure that placed 99% of the impacted workforce into other comparable internal roles.
- Acted as a strategic partner to senior leaders, providing a full range of strategic consultation on complex and broad topics to help shape and meet business goals.
- Facilitated quarterly Organizational Planning reviews to ensure plans are executed and in line with network goals.
- Led the employee Engagement Network Team. Team was formed to enable best practices by helping the organization and leaders maximize key global initiatives and execute on key business network-wide actions.
- Created dashboards by using data (from exit interviews, focus groups, surveys, etc.) to drive robust results and drawing the necessary insights to reduce turnover and improve employee job satisfaction.
- Implemented and led facilitation of New Leader Assimilation programs to develop new leaders for success.
- Supported organizational talent reviews to ensure alignment with global functions and business needs.

Hologic, Inc., Marlboro, MA 2011 – 2012

A global \$3 billion Medical Devices company and leading manufacturer and supplier of diagnostic, medical imaging equipment and surgical products.

Human Resources Director

Provided strategic HR leadership to senior management of four business units: Diagnostics, Molecular, GYN Surgical and MRI (breast health) for North America and Canada.

- Led a \$560M+ acquisition initiative which included a restructure, integration planning and working with leadership to identify critical talent for retention, transition and integration purposes.
- Managed the HR logistics of closing two different operations to respond to the changing business environment while placing a majority of the workforce and streamlining the business.
- Developed strategy for Succession Management and Talent Review / Calibration. Proposed and worked with L&D to implement new tools and redesign the talent management process which increased participation in the emerging leaders' program. Led the talent management discussions with SVP's and VP's.
- Drove the initiative to create an Insight-Led Sales Organization which included revising the competency model for the Sales Reps, establishing a performance framework for coaching conversations, and creating a common language for Managers when evaluating new hires - resulting in a 15% reduction in Sales turnover.
- Collaborated with Senior Leadership (SVP's & VP's) and HR team in building a positive and consistent culture.

W. R. Grace, Cambridge, MA 2007 – 2010

A global \$2.8 billion specialty chemicals and materials company with operation in over 40 countries.

Human Resources Director

Led and managed the HR strategy for the Americas (North and South America) Construction Products division.

- Drove the annual Human Resources review to identify bench strength which resulted in 100% retention of high potentials. Coached the leadership team to support their short- and long-term business/function goals.
- Led strategy for developing and sustaining an engaged workforce. Conducted, analyzed, and created action plans for 32 focus groups sessions (Latin America included). Results included transforming managers into coaches as well as raising the level of team engagement. Member of global 'Engagement' steering committee.
- Implemented a process to develop and transform average rated talent by creating 26 4-way development discussions (with employee, manager & next level manager) to improve capabilities and drive business results. Coached employees and managers on the appropriate use of the 360 Leadership Profile and creation of development plans.
- Managed a multi-disciplinary global team of 14 people to execute changes to a corporate awards program, including assessing, making recommendations to leadership team and implementation.
- Provided GM and leadership team with advice and counsel regarding key talent decisions during 6 different restructures and 1 divestiture.
- Created HR initiatives to support resource plans. Managed the selection of candidates for all key positions.

ROHM and HAAS COMPANY (subsidiary of The Dow Chemical Company), Marlboro, MA 2002 – 2007

An \$8 billion global specialty materials company, with 14 business units, focused on delivering technically advanced products and services ranging from electronic materials, adhesives, specialty coatings, and salt.

Human Resources Business Manager

Drove HR strategy and plans for a high-growth and rapidly changing business, including providing services to remote sites and multiple locations including North America, Europe and Asia Pacific. Member of the unit's leadership team.

- Led identification of leader talent for Automotive Coatings and Electronic Materials future leadership positions.
- Successfully led the Human Resources role in a \$2.2M (Optoelectronics) acquisition, from non-disclosure through integration, resulting in becoming the company of choice and retaining 100% of the vital workforce.
- Provided leadership to managers on workforce planning, change initiatives, retention and pay for performance strategies, and diversity, to achieve key business objectives and increase productivity and

quality of work.

- Developed and facilitated training programs, including goal alignment and performance management.
- Drove strategic growth processes within the Sales, R&D and Operations groups, such as the annual competency benchmark and solving issues on how to reduce cost, complexity and improve productivity.
- Established and managed the Diversity initiatives for RHEM. Developed strategy, direction and led implementation of plans that increased workforce diversity and foster inclusion. Provided ongoing quarterly reports to the Human Resources leadership team to ensure goals were met. Member of the Sustainable Development team.
- Managed and led the global HR Branding working team's efforts to successfully integrate previously acquired companies (Shipley, Rodell, Haleos) into a single brand (Rohm&Haas) identity. Worked with the Communications Manager to create a cohesive and professional branding message across all audiences.

ADDITIONAL RELEVANT EXPERIENCE

VENTURCOM, Inc., Cambridge, MA | Director of Human Resources

ESPANOL.com, Wakefield, MA | Human Resources Director

ARK-LES CORPORATION, Stoughton, MA | Human Resources Manager

CHARLES RIVER PARK MANAGEMENT, Boston, MA | Human Resources Representative

BOSTON EDISON, Boston, MA | Training and Development – Intern

TELCO SYSTEMS, Inc., Norwood, MA | Human Resources Generalist - Intern

EDUCATION

Master of Science in Human Resources, Northeastern University, Boston, MA

Thesis: How to Evaluate and Measure the Effectiveness of Training Programs

Bachelor of Arts in Psychology, Framingham State College, Framingham, MA

CERTIFICATIONS

Global Mindset Inventory (GMI), Najafi Global Mindset Institute, Thunderbird University, Phoenix, Arizona

360 Facilitator, Center for Creative Leadership

Insights Discovery Accreditation, Insights

VOLUNTEER AFFILIATIONS

BENTLEY UNIVERSITY – McCallum Graduate School of Business, Waltham, MA, 2011 – Present

Human Resources Executive-in-Residence

Conducted Mock interviews with first- and second-year MBA students to prepare them for corporate interviews.