

**Erin E. Cummings**  
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**SUMMARY:**

Strategic HR Professional with 17 years progressive experience with expertise in the following areas:  
Employee Relations, Change Management, Talent Development, Performance Management,  
Employment Law, Engagement, Culture, Organizational Design, Policy and Compensation

**EXPERIENCE:**

**Oyster Point Pharma (now Viatris Eye Care Division), Director, Human Resources Business Partner--Commercial** (*Viatris acquired Oyster Point Pharma January 2023*)

February 2022-October 2024

- Provide strategic partnership to Chief Commercial Officer to establish a successful commercial organization through development, engagement and effective performance management to successfully launch two commercial products
- Proactively work with managers at all levels to identify talent and performance opportunities at both the team and individual levels
- Provide thought partnership to leadership on coaching, counseling, career development, team dynamics, and performance management
- Support and enable the organization by providing expertise on all HR aspects of the business
- Execute recruiting plans to meet the workforce needs in the commercial organization and field-based positions
- Work with Chief Commercial Officer and commercial leadership in managing field sales growth and alignment with business needs
- Create career ladders and development opportunities within the field sales organization
- Manage and resolve complex employee relations issues through conducting effective, thorough and objective investigations
- Work closely with management and leaders to build culture, morale, and increase engagement and retention
- Lead workforce planning and succession planning to align business priorities
- Provide change management support through company acquisition and integration
- Identify unique training and development opportunities, developing workshops as needed
- Co-develop and manage an integrated HR strategy with other HR functions and corporate functions
- Work in partnership with CHRO on various projects to streamline and improve processes
- Improve benefits and other offerings to remain competitive to market and support retention
- Work closely with partners through company acquisition and integration of company policies, processes, and practices

**Dicerna Pharmaceuticals (now Novo Nordisk), Human Resources Business Partner—Clinical, Technical Operations and Commercial** (*Novo Nordisk acquired Dicerna December 2021*)

July 2020-February 2022

- Work closely with the Chief Medical Officer to enable innovation and the development of talent within the organization
- Design and implement initiatives that align and support HR, organizational and business goals

- Partner with executive and senior leaders to develop and implement solutions to organizational and people-related challenges using expertise and in-depth understanding of the business
- Provide leadership on matters of performance management, effective communication, organizational change, and culture
- Develop initial stages of sales organization, working closely with VP Commercial sales to prepare for first commercial launch
- Develop and implement change management initiatives which facilitate/enable organizational growth and transformation and continuous improvement
- Coach and develop leaders, supporting them while engaging in critical people activities and enabling them to make sound decisions
- Develop and implement organizational development/design strategies which align with business goals and drive optimal business results
- Facilitate strategies to remove barriers to drive operational transformation across all areas of the business
- Lead the effort for continuous improvement of leadership capability and organizational efficiency through development opportunities and training
- Partner with leadership and talent acquisition to develop proactive organizational staffing strategies to recruit and retain top caliber talent in a high-performance environment
- Act as senior advisor on all employee relations issues and effectively communicate to all levels of management
- Manage HR Coordinator role, providing mentorship, coaching and development

**Thermo Fisher Scientific, VVS (formerly Brammer Bio), Human Resources Business Partner  
May 2019-July 2020**

- Serve as a member of the Site Leadership Team, working collaboratively to build a new start up gene therapy manufacturing site
- Partner with the site head and directors on organizational development and design, performance management, training, employee development, and engagement and retention
- Partner with Talent Acquisition to compile data on recruitment, attrition, and internal growth to create site talent strategy that supports 50% site growth by end of the year
- Develop talent strategies aligning with business and site needs
- Facilitate program on engagement survey results and support implementation of related initiatives
- Successfully rolled out new performance management, goal setting and talent review processes
- Train, coach and advise management and staff on the performance management process
- Collaborate with other HR team members, lead projects and participate in implementation of programs and practices
- Work with leaders on setting site and departmental KPI's that support the organization's growth
- Support site integration activities related to Thermo Fisher acquisition
- Created diversity and inclusion initiative, tracking diverse hires, supporting development and engagement
- Drive culture and engagement throughout the site

**Shire, Sr. Employee Relations Specialist, US Commercial  
August 2017-May 2019**

- Serve as central point of contact for all employee relations matters and issues for ~1200 employees
- Coach and advise people managers on progressive discipline, performance management, conflict resolution, and employment risk matters across the commercial businesses
- Develop and facilitate training to new sales managers on performance management, documentation and risk

- Participate with HRBPs and senior management in the development and execution of HR strategies and programs that enhance employee job satisfaction, productivity and retention
- Provide expert advice, coaching, and assistance to management to address employee conduct and performance issues with fluctuating levels of complexity
- Conduct fact-finding interviews and investigations, interpret the findings, and prepare documentation associated with employment claims
- Partner with Compliance on related investigations
- Document and track disciplinary actions taken for corrective action, grievances, absence and performance management and organizational changes
- Identify employee relations trends and share findings with senior management so that proper diagnosis of issues can be determined
- Contribute to ER best practice education and policy development and provide counsel and guidance to managers and employees regarding HR policies, procedures, and practices
- Partner with legal for resolution of any demands/litigation

#### **University of Massachusetts Medical School, Labor and Compliance Specialist**

**2012-2017**

- Create Labor Relations Strategy to demonstrate the direction of the projected direction of future collective bargaining agreements, including participation in contract negotiations
- Implement the review and revision of all Human Resources policies to maintain consistency with changing business practices, employment law, and regulatory compliance
- Investigate, present, research and participate in all manners of labor relations including collective bargaining negotiations, interpretations, and enforcement
- Investigate, consult, and coordinate matters related to union grievances and problem solving, arbitration, contract administration, settlement agreements, memoranda, and letters of understanding
- Provide coaching to managers and supervisors on employee relations issues and performance management
- Interpret collective bargaining agreements, policies and procedures in Labor-related employee discipline matters
- Minimize legal risk by ensuring managers comply with collective bargaining agreements, policy and procedures through training and education
- Facilitate background check process for select programs including BSL3 lab access
- Conduct investigations of Union employees, working with both Managers and Union Representatives
- Draft written warnings, last chance agreements, side letters, memorandum of agreement and separation agreements for employees as needed
- Improve FMLA process and work with compliance to draft a new policy, reducing employer liability while remaining compliant with Federal law

#### **New England Conservatory of Music, Human Resources Coordinator**

**2009-2012**

#### **Philips Lifeline, Human Resources Administrator**

**2007-2009**

#### **EDUCATION/CERTIFICATIONS:**

*Cornell University*

Certificate • Strategic Human Resources Leadership

*University of Massachusetts at Dartmouth*

Bachelor of Arts • English Communications