**Lisa M. Roberts**

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**PROFESSIONAL SUMMARY**

Transformational HR leader with a proven track record in building and scaling comprehensive HR functions in fast-paced biotech environments. Expertise in developing innovative HR strategies that enhance organizational effectiveness and engagement during mergers, IPOs, and workforce transitions. Known for aligning HR initiatives with business objectives, coaching leaders, building purposeful cultures, driving exceptional employee engagement, and growing high-performing HR teams.

**SKILLS & COMPETENCIES**

Talent Development | Change & Crisis Management | Executive Coaching & Advising | Internal Communication Strategy | Values and Culture Building | Inclusive Workplace Construction| Budget Management | Employee Engagement | HR Leadership & Function Building | Strategic HR Business Partnership | Executive Presentations |Organizational Design | Compensation & Benefits Strategy | HR Analytics & Dashboard Development | HR Technology Implementation

**EXPERIENCE**

**SYROS PHARMACEUTICALS |** Dec 2012-Nov 2024

*Public biopharmaceutical company focused on controlling gene expression to benefit patients with hematologic malignancies*

**Head of HR**

Promoted to the leadership team to drive the HR Strategic plan: guiding 150 employees through change, while improving organizational effectiveness to meet business priorities

* Provided counsel to executive leadership on talent strategy, organizational design, and change management to address needs during critical business transformation
* Led strategic workforce planning and managed multiple reduction-in-force (RIF) initiatives (reducing headcount by 140+ employees) to address evolving business priorities
* Advised C-suite on strategic communications during business-critical transitions to enhance transparency and maintain trust of employees
* Developed severance program aligned with industry standards to provide transition pay and support to employees impacted by RIFs
* Communicated strategically aligned HR plan to the Board of Directors to demonstrate annualized ~$3million reduction in operational expenses
* Negotiated continued partnership with MassBio’s Diversity, Equity and Inclusion programming, despite budgetary constraints, to enable achievement of the company’s DEI goals
* Strengthened retentive equity compensation program in partnership with the Compensation Committee, utilizing RSUs and PSUs to confer value to employees through uncertainty
* Established an Extended Leadership Team, implementing communication cascades and leadership development modules to improve organizational health, grow leaders, and support succession planning efforts

**Director, HR**

Promoted to scale the HR function in support of the business and employees as the company grew

* Designed and implemented HR operating model with shared centers of excellence and dedicated human resources business partners for efficient and consistent service delivery across functions with limited resources
* Developed flexible workplace model while maintaining high performance standards to keep an engaged workforce focused on objectives
* Coached Research leadership through challenges to support retention through uncertainty
* Directed comprehensive market analysis of all positions to align with Aon/Radford’s updated model, ensuring integrity in our compensation philosophy
* Created comprehensive change management strategy for organizational restructuring to limit organizational disruption
* Oversaw annual compensation planning development, including training of managers and ICs on the program to ensure equitable practices and provide transparency of the process- Annual equity audits revealed women comprised ~55% of high performers.
* Facilitated organizational transformation to better align function leaders with executive-level sponsorship
* Grew organizational headcount to 150 during the pandemic to support 3 clinical products
* Provided coaching intervention to support and repair a fragmented functional leadership team
* Expanded HR team to include HR Operations and Coordination, for a team of 4

**Associate Director, HR**

Promoted to shepherd the company through a values transition

* Developed expansive career ladders and foundational core competencies with Fuel50 (SaaS with a 98% company adoption rate) to gain greater insight into employee’s skills, illustrate growth opportunities and increase retention
* Led company's COVID-19 response as task force member to ensure information and procedures were clearly communicated to employees
* Steered executive team to lead and communicate with empathy throughout the pandemic, resulting in the company achieving its highest employee engagement score (97%)
* Co-led return-to-work task force, developing testing, on-site access and vaccination policies and maintaining workforce flexibility to provide a safe workplace for employees
* Integrated values language into HR and leadership communications to increase awareness and model behaviors, aligning the full organization with the new core values
* Led Information Technology (IT) department on an interim basis, providing mentorship and guidance for 2 team members through a company relocation and the first 3 months of the pandemic
* Developed syllabus and introduced manager training program to develop the skills of managers across the company
* Directed growth of report to focus on talent acquisition and talent management in support of personnel gaps
* Managed and mentored Senior HR Specialist to support organizational well-being and growth

**Senior Manager, HR**

Promoted to further elevate the HR function and improve engagement as the company established a three-year strategy

* Conducted company-wide workforce planning exercise to align organizational growth with business strategy
* Served as dedicated HR Business Partner to coach leadership through a functional rebuild
* Initiated company Core Values exercise to better align with a company heading toward commercialization
* Founded company's Diversity, Equity & Inclusion (DEI) committee to improve organizational awareness and practices while building an inclusive workplace
* Established leadership competency framework used across functions to increase accountability among managers
* Redesigned performance management program to prioritize real-time feedback, while eliminating engagement drop-off following the annual process
* Recommended solutions to address high attrition rates to the executive team, effectively increasing the engagement score to 93%
* Facilitated focus groups to better understand the sentiment of the employee base after initial engagement survey returned a score of 64%
* Managed and mentored HR Coordinator in support of a strong candidate and onboarding experience

**Manager, HR**

Transitioned to dedicated human resources role to mature the function during the company’s advancement to clinical trials

* Led HR’s due diligence for company's IPO to ensure historical records were accurate and orderly
* With finance colleagues, evaluated, negotiated and implemented E\*trade equity management system to enable a compliant and accessible solution for all share holders
* Managed full life-cycle benefits program to offer cost-effective and comprehensive benefits for employees
* Conducted annual talent reviews to ensure talent were assessed fairly, identifying opportunities for development and recognition
* Onboarded Clinical Operations and CMC leadership among other new functions, to set the foundation for clinical growth

**Operations Manager**

Hired to establish G&A procedures for this stealth-mode biotech

* Created comprehensive compliant HR infrastructure including employee handbook, policies, benefits, 401k plan, talent acquisition and compensation structure to provide administrative consistency and attract talent
* Implemented equal-time parental leave policy ahead of industry standards to address employee needs
* Developed scientific career ladder, goals process, and performance review program to recognize goal achievement, illustrate development opportunities and support retention
* Supported organizational growth from 10 to 30 employees to enable achievement of research milestones
* Oversaw Lab Operations Specialist and Office Assistant to provide guidance and boost operational effectiveness with clear systems
* Established and managed full G&A budget to ensure expenses were aligned with business priorities

**ON-Q-ITY** (closed 2013) | 2009-2012

*Privately held personalized medicine company focused on Circulating Tumor Cell Diagnostics*

**Associate Director, Corporate Operations**

Promoted to lead people integration and business operations through merger and business transition

* Partnered with liquidation team to close operations, including 401k plan closure and final payroll
* Led multiple workforce reductions to reduce operational spend, affecting 90% of workforce over two years
* Fostered cross-functional communication in team meetings, leading to identification of vendor quality issues and savings of $100k
* Established compensation review and level alignment, initiating annual reviews to reward and recognize performers
* Created comprehensive performance management program and career ladders for scientists, providing visibility of growth opportunities for employees and resulting in retention of key talent
* Built role descriptions for 45 employees, setting the groundwork for performance management
* Managed merger transition for 20 CA-based employees, ensuring COBRA benefits for those not relocating

**THE DNA REPAIR COMPANY** (merged with CellectiveDx to form On-Q-ity) | 2007-2009

*Privately held oncology-focused company leveraging DNA repair markers for personalized cancer treatment*

**Operations Manager**

Hired to implement administrative procedures in this start-up environment

* Managed vendor relationships, procurement and accounts reconciliation to ensure the business operations ran smoothly
* Project-managed two facility relocations (11,000 sq. ft. and 21,000 sq. ft.) to ensure limited (1 day) operational downtime. Experienced zero employee attrition despite moves from Boston to Cambridge and Waltham.
* Identified Environmental Health & Safety gaps in the laboratory and implemented solutions, resulting in seamless permitting processes
* Ran payroll, established benefits program, and introduced a 401k plan to provide employees with essential services

**EDUCATION**

### **BFA, Creative Writing** / Emerson College

**CERTIFICATIONS | AFFILIATIONS | AWARDS**

### **Executive Leadership Certificate** / Human Resources Leadership Forum (HRLF)

### **Senior Professional in HR (SPHR)/** HRCI

### **Senior Certified HR Professional (SHRM-SCP)** / Society for Human Resources Management (SHRM)

### **HR Roundtable Co-Chair/** MassBio (2022-2024)

**Panel Speaker**/ IPO Readiness Panel Discussion *Flagship Pioneering HR Affiliates* (2022)

**Panel Speaker**/ Hybrid Workplace Strategies Webinar *BIO International* (2022)

**Living the Values Award Recipient**/ *Syros Pharmaceuticals (2020)*

**Key Talent Award Recipient** / *Syros Pharmaceuticals (2018, 2020)*