BRIAN D. TESTA

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SUMMARY

Highly accomplished global culture first leader who believes in a data driven approach to people operations with quantifiable success partnering with C-level executives and boards to translate business vision into results in extremely competitive verticals.

Expertise in leading scale, change, employee/HCM transformation and infrastructure to support growth through the employee experience (EX), technology and AI/data.

People Operations Executive | Strategic HR Leader | Culture & Transformation Architect

- Accomplished, data-driven People Operations executive with a proven track record of building scalable, matrixed, and agile organizations. Known for fostering inclusive, high-performing cultures and aligning talent and infrastructure with business growth.
- Superbly organized and collaborative, with a sharp focus on building trusted partnerships and consistently delivering strategic and operational results that exceed expectations.
- A progressive, innovative leader who translates business strategy into impactful HR solutions that drive organizational value and enable transformational change.
- Highly skilled in designing and rebuilding HR infrastructures, with a particular strength in developing programs that enhance employee engagement, elevate performance, improve client satisfaction, and reduce operational costs.

PROFESSIONAL EXPERIENCE

iCAD   *2020-2025*

iCAD, Inc. (NASDAQ: ICAD) was a remote-first, global life sciences and AI leader delivering medical device solutions through a SaaS model across the oncology and risk detection verticals. The company's mission was to create a world where cancer can't hide, leveraging deep learning and advanced artificial intelligence (AI) to empower healthcare providers to detect cancer earlier, improve patient outcomes, and optimize every individual's opportunity to live better, longer lives.

iCAD was acquired by RadNet, a $3B public healthcare company, marking the successful culmination of a multi-phase divestiture and cutover.

Chief People Officer: Board of Directors Committee Member: Compensation Committee & Nom & Gov

Reporting to the CEO and Board Chair, my role is to establish infrastructure to support the next level of growth as iCAD navigates a transformation in its business, culture and whitespace. iCAD was voted a multiple top employer and best place to work in Boston.

- Culture & Workforce Strategy: Spearheaded the development of a distributed, culture-first organization rooted in freedom and responsibility. Presented a comprehensive People Operations roadmap to the Board, aligning workforce strategy with corporate OKRs to drive organizational effectiveness.
- OKR Implementation: Led company-wide adoption of OKRs (via Blue Box), collaborating with the Board to identify five key growth areas for whitespace and how to drive the transformation for success. This initiative is now embedded into the culture, enhancing alignment, transparency, and accountability across all levels.
- M&A Leadership: Played an instrumental role in the successful divestiture of two business units, Xoft (Product) and iCAD (AI) contributing to the strategic realignment and focus of the company.
- Executive Compensation & Governance: Active member of the Compensation Committee, jointly responsible for the design and governance of equity programs (ESPP, RSUs, grants, ISS compliance), in partnership with Pearl Meyer. Led the implementation of global compensation programs ensuring equity, compliance, and competitiveness.
- Diversity, Inclusion & Employee Experience (EX): Championed a culture where diversity is intentional and inclusion is actionable and rewarded. Leveraged employee voice through data-driven the eNPS, Listen, Analyz and Act, as part of the EX initiatives to inform meaningful change.
- Digital Transformation & Analytics: Integrated digital tools (HCM systems) to adopt a strategic, data-driven approach to organizational trends. Enabled real-time insights through reporting (eNPS), analytics (OKRs), and EX metrics.
- Talent & Organizational Growth: Scaled the organization organically, globally identifying the best AI talent in the world
- Total Rewards & Cost Efficiency: Redesigned total rewards strategy encompassing health, welfare, and compensation. Achieved $377K in annual savings in benefits redesign spend while also implementing infrastructure for compensation programs including compa-ratios, career ladders, variable pay, variable/commercial, career pathing and benchmarking.
- AI-Driven People Strategy & KPI Transformation
  - Led enterprise-wide adoption of AI and people analytics tools (15Five, Perceptyx, ChatGPT) to modernize HR operations, reduce manual workload by 40%, and deliver data-driven decision-making across the employee lifecycle.
  - Improved hiring outcomes by integrating AI-powered Greenhouse for resume screening, sourcing, and job optimization achieving 25% faster time-to-fill and enhanced quality-of-hire, DEI and sourcing quality by 11%
  - Talent Acquisition: Achieved 18% faster time-to-fill through intelligent sourcing and screening automation.
  - Performance Management: Drove a 21% increase in promotion quality using AI analysis of feedback and readiness data.
  - Learning & Development: Deployed AI-personalized learning paths, resulting in a 36% increase in HiPo
  - Engagement & Retention: Applied predictive analytics to reduce HiPo attrition by 5% through targeted retention strategies.
  - HR Self-Service: Launched AI chatbots for global support, increasing utilization by 44% and reducing Level 1 ticket volume by 88%.
  - Total Rewards Optimization: Used AI to enhance compensation transparency and benefits ROI, achieving 100% improvement in data accuracy and speed-to-insight.

ETQ   *2018 – 2020*
ETQ was a PE owned, private organization that develops environmental health, safety and ISO compliance management SaaS software, ETQ On-Demand. ETQ is headquartered in Boston, MA with distributed global employees in the US, Europe, Asia, Middle East and Canada. ETQ was acquired by TCV and then Hexagon.

Vice President, People Operations – Head of People
As the organization's first HR executive, I was hired to create infrastructure, repeatable process, workflows with the integration of enterprise HCM software to support scale. As a member of the senior management team, I reported to the CEO with full participation at BOD meetings. ETQ was voted a two-time best place to work for BuiltIN, VentureFizz, Forbes and the Boston Globe

- Global Workforce Scale & Culture: Hired as part of the acquisition and helped scale the company globally. Built a distributed workforce anchored by a strong Culture Code for vision, values, goals, and behaviors.
- Strategic Workforce Planning: Developed and presented the annual People Operations roadmap to the Board, aligning talent strategy with company OKRs and business priorities.
- Talent & Employer Branding: Launched integrated talent and branding programs focused on strategic hiring, KPI alignment, and board-level reporting. Developed metrics and board packets to support scalable organizational growth.
- Culture Development: Defined the company's vision, values, and goals, capturing core operating principles. Introduced "Freedom and Responsibility" as the cultural foundation, establishing a clear and authentic organizational identity.
- Total Rewards Redesign: Overhauled the total rewards strategy—including health, welfare, compensation, and recognition programs—using data and benchmarking to ensure market competitiveness and support talent attraction, retention, and motivation.
- Executive Compensation Oversight: Created the Compensation Committee in partnership with ETQ's Chairman (acting as Chair), laying the groundwork for formalized executive compensation governance and equity strategies.
- Global Mobility & Immigration: Managed end-to-end immigration processes for H-1B, L-1, and green card cases, supporting a workforce with significant global mobility needs.
- Digital HR Transformation: Successfully implemented the full UltiPro (UKG) suite on time and under budget. Designed transformation strategies focused on internal controls and user adoption.
- HR Analytics & Reporting: Built and integrated business intelligence (BI) tools to support a comprehensive HR dashboard, enhancing visibility into open enrollment, payroll, headcount, engagement, and compensation strategies.
- People KPI Framework:
  - Organizational Scale & Infrastructure: Achieve planned scaling within ±1% forecast/budget
  - Mean Hires: ~100 Annually / CPH $~7,000 / TTF ~50 Days / Compa Ratio >50% / New Hire eNPS ~94%
  - Systems & Process: 100% of core HR workflows automated (e.g., onboarding, comp cycles, 360 performance, WFP)
  - Goal Alignment: 77% of employees with measurable KPI's aligned to business goals
  - High-Performer Retention: Retain top 98% quartile performers
  - Succession Pipeline: 71% of critical roles with ready-made successors
  - Culture Health (EX): 77% alignment with company values in engagement pulse / Attrition Reduction YoY: +7%
  - Board Reporting & Compliance: 100% Timely delivery BOD meeting People Dashboards, Comp Committee, Governance

KBACE TECHNOLOGIES   *2006 - 2017*
KBACE Technologies, Inc. was a leading SaaS technology and services firm focused on cloud strategy, business intelligence, and enterprise application solutions across Oracle, Workday, SAP, and NetSuite platforms. The company specialized in implementation, customization, and ongoing managed services for large enterprise clients. KBACE was acquired by Cognizant in 2016.

Senior Vice President, Global People Operations & Talent Management (CHRO)
Reporting to CEO/CTO and Founder while facilitating global scale worldwide with headquarters in the US, and APAC headquarters in India. KBACE employed staff in 5 countries, and ~40 states domestically, with 90% distributed workforce. KBACE was voted a winner of multiple Best Places to Work, Best Oracle Partner, Rising Tech Stars and entrepreneurial awards.

- Global Workforce Scale & Culture: Hired as employee 37 and helped scale the company to 700+ employees globally. Built a distributed workforce anchored by a strong Culture Code that served as a North Star for vision, values, goals, and behaviors.
- Strategic Roadmap & Infrastructure: Partnered with the executive team to design and execute a scalable HR roadmap, implementing Oracle HCM as the central platform to drive operational efficiency and a high-impact Employee Experience (EX).
- Total Rewards Strategy: Designed and implemented a market-aligned total rewards program focused on attracting, developing, and retaining top talent—delivering impact across compensation, benefits, and recognition.
- HCM Implementation & Optimization: Led the purchase, implementation, and ongoing oversight of Oracle HCM. Accountable for end-to-end success (input-throughput-output), enabled by a strong and agile HR team.
- HR Transformation & Org Design: Modernized HR processes and organizational design to better align with business needs. Leveraged enabling technologies, advanced workforce planning, succession frameworks, and analytics to drive data-informed decision-making.
- Learning & Development: Created and launched a learning & development strategy emphasizing cloud certification and soft skills training. As a result, NPS scores on project scorecards increased ~11% YoY.
- Talent Acquisition & Internal Agency Model: Built a high-performing in-house staffing model that adopted an "internal agency" approach. Successfully recruited global talent through passive sourcing, behavioral interviewing, Predictive Index (PI), and strategic presentation delivery—keeping global CPH under $3,000.
- Health & Welfare Leadership: As a licensed Health & Welfare Insurance professional, led brokerage partnerships and directed the

- design, selection, and implementation of benefits—including wellness and ancillary plans—through Oracle OAB. Achieved over $250K in annual cost savings.
- Immigration & Global Mobility: Designed and managed processes for 50+ active immigration cases (B, H, L-Blanket, GC). Established a comprehensive global mobility program including tax equalization, relocation, and expat benefits—reducing global mobility processing time by 25%+ YoY and expanding international operations.
- Corporate Development & M&A: Served as a core member of the corporate development team, evaluating acquisition proposals for KBACE. Led the HR and risk functions through due diligence, transition planning, and post-acquisition integration.
    - People & Culture KPI Framework:
    - Organizational Scale & Infrastructure: Achieve planned scaling within ±1% forecast/budget
    - Mean Hires: ~ 94 Annually / CPH $~3,000 / TTF ~21 Days / Compa Ratio >25% / New Hire eNPS ~98%
    - Systems & Process: 98% of core HR workflows automated (e.g., onboarding, comp cycles, succession, training)
    - Goal Alignment: 99% of employees with measurable OKR/KPIs aligned to business goals
    - High-Performer Retention: Retain top 96% quartile performers
    - Succession Pipeline: 95% of critical roles with ready successors
    - Culture Health (EX): 98% alignment with company values in engagement pulse
    - Board Reporting & Compliance:100% Timely delivery BOD meeting People Dashboards and Comp Committee

NAVISITE   2002-2006
NaviSite was a global digital transformation and managed services organization helping companies modernize their IT, cloud, and application environments. The firm delivers end-to-end services across cloud infrastructure, ERP/HCM integration (Oracle, SAP, ServiceNow), cybersecurity, and data analytics, supporting mid-market and enterprise clients across regulated and technology-driven sectors. NaviSite was acquired by Accenture in 2024.

Senior Director – Global Human Resource & Operations
Reporting to CHRO, as the number two facilitating global scale worldwide with headquarters in the US, India, Europe and Latin America. NaviSite employed staff in 7 countries, and ~40 states domestically.

In my role, as the Senior Director of HR & Ops, my focus was as both a strategic advisor and operational integrator, guiding the organization through scale while ensuring alignment between people, performance, and business strategy. This role bridges executive leadership and functional execution, owning the design, delivery, and continuous improvement of the company's people infrastructure.

- Global Workforce Scale & Culture: Hired as employee 350 and helped scale the company to1000+ employees globally. Built a distributed workforce anchored by a strong Culture Code for vision, values, goals, and behaviors.
- Strategic Partnership: Partnered with the CHRO, CEO, CFO, and CRO/OO to translate business strategy into a scalable People roadmap that enabled growth, profitability, and cultural alignment.
- Executive Advisor: Served as a trusted advisor to senior leadership on organizational design, succession planning, and workforce strategy during a period of rapid scale.
- Workforce Planning & Growth: Directed workforce planning (Now, Next and Future) aligned to growth forecasts (vs Budget), new product lines (Whitespace), internation growth and M&A integration activities.
- Data-Driven Analytics: Embedded HR analytics, workforce metrics, and predictive modeling to drive insights into cost, talent allocation, and productivity across global operations.
- Enterprise Systems Leadership: Served as Executive Sponsor for the purchase, implementation, and optimization of Oracle HCM, accountable for end-to-end project success, designing processes, governance, and reporting frameworks that improved data integrity, user adoption, and cross-functional visibility. The ERP integration was sponsored by the corporate Controller, which interfaced HCM/ERP and SCM version R12.
- People & Culture KPI Framework:
    - Organizational Scale & Infrastructure: Achieve planned scaling forecast/budget
    - Mean Hires: ~125 Annually
    - HCM Systems & Process: 100% of core HR workflows automated
    - Transformation & Change: PE Shuffle of CMGI to Clearblue to Atlantic Investors
    - Board Reporting & Compliance: 100% Timely delivery BOD meeting People Dashboards, Comp Committee and SEC Governance

EDUCATION
Nichols College
Bachelor of Arts & Science: Industrial Psychology (Human Resources Management)
NCAA Hockey & Rugby / NCAA Student Ambassador / Two Sport Captain

PERSONAL INTERESTS
Sailing: Offshore Racing / Running / Mentoring Start-Up Founders & Executives