

# KEN HALPIN

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978.337.3791

## HUMAN RESOURCES LEADER AND BUSINESS PARTNER

Expert at driving performance, coaching managers and engaging employees. Valued by leaders for creative solutions that are pragmatic and manage risk. A natural connector and communicator. Strong facilitator and internal messenger. Trusted adviser and mediator with legal background. Deep experience in life sciences, technology and manufacturing.

HR Strategy | Culture & Engagement | Employee Relations | Leadership Coaching  
Employee Communications | Change Management | Team Building & Effectiveness  
Acquisition Integration | Employee Experience | Talent Acquisition | Performance Management

## Experience

### ORBIA, Waltham, MA

2021 - 2023

*\$9B+ sustainability leader in chemical and materials manufacturing. 24,000 employees in 50 countries.*

#### Global People Director, Global Employee Relations Director

Partnered with senior leadership to create and align strategies and achieve people and business goals.

Coached and mentored 15-20 Human Resources Business Partners across the US, UK, Mexico, and Colombia, maximizing effectiveness of HR advice to regional business leaders.

- Drove business group restructuring, advising President and Executive Team on optimal organization model.
  - Aligned manufacturing across 12 plants in 5 countries for agile supply-sharing and more efficient operations, yielding a 10% improvement in production output.
  - Hired leaders to build out marketing and business development functions, accelerating innovation.
  - Created category manager roles which strengthened global supply chain management and delivered >\$20M annually in savings on raw materials.
- Directed investigations and closed US whistleblower complaints, partnering with local HRBPs and legal team.
  - Reduced average open caseload from >25 to <5. Improved closure time from >60 days to <45 days.
  - Coached and mentored HRBPs on effective investigation techniques.
  - Personally investigated and resolved complex and sensitive matters, managing risk where senior managers were the subject of complaints.
- Strengthened employee recognition and engagement via global "town hall" communication events and a vibrant, constantly updated intranet.

### CVS HEALTH MINUTECLINIC, Woonsocket, RI

2020

*Innovative community-based health care provider with more than 1,100 medical clinics in 33 states.*

#### Director, Human Resources Business Partner

Led a team of three HR Business Partners in supporting over 3,000 nurse practitioners as they quickly pivoted from their urgent care and primary care practices to assume crucial roles in COVID-19 testing across the country.

- Drove growth strategy for rapid hiring of 2,500 additional temporary clinicians, to support massive new COVID-related initiatives including drive-through and on-site testing at major US corporate and academic workplaces. Enabled delivery of millions of COVID tests – 5% of all US testing in the early months of the pandemic.
- Guided leaders in implementing rapidly shifting policies based on latest CDC advice and state regulations, regarding personal protective equipment (PPE) and safety protocols; leaves of absence for self-quarantine; interstate travel restrictions; and emergency back-up childcare and eldercare.

**BAYSTATE HEALTH, Springfield, MA****2018 – 2019**

*Not-for-profit integrated health care system with 5 hospitals and 80 medical practices serving 800,000 patients.*

**Human Resources Director**

Provided strategic guidance and hands-on HR support for 1,000 managers and employees.

- Developed a pragmatic, data-driven strategy to tackle critical employee retention challenges. Identified key metrics and industry benchmarks, conducted detailed analyses of turnover trends and implemented an online exit survey tool to understand drivers of attrition. Trained managers to conduct “Stay Interviews” to discuss turnover risk and engagement factors proactively. Reduced attrition year-over-year by 15% in 8 of 11 job families.
- Drove change management for the adoption of the Workday HR System, by refining communications tools and tactics (awareness campaign, value proposition, early user exposure and training). Resulted in widespread positive adoption of Manager Self Service capabilities across the enterprise.

**ROCHE DIAGNOSTICS, Marlborough, MA****2015 – 2017**

*\$58B global leader in pharmaceuticals and medical devices. World’s largest biotech, a pioneer in personalized healthcare.*

**Human Resources Leader**

Directed Roche’s acquisition integration after purchase of IQuum, builder of a revolutionary point-of-care diagnostic platform. Completed full integration and technology transfer in half the targeted time frame: two years instead of four.

- Retained all 90+ employees critical during transfer of FDA-regulated manufacturing to NJ and Switzerland, by communicating openly about plans for eventual phased site shutdown and making firm commitments on retention and severance benefits.
- Maintained engagement scores over 80% and regretted turnover under 5%.
- Actively supported employee transitions with internal transfer opportunities and outplacement services; 75% of workforce secured new positions by their termination dates.

**PHILIPS HEALTHCARE (formerly Volcano Corporation), Billerica, MA****2010 – 2015**

*\$20B global medical technology leader. Acquired Volcano, a \$400M developer of cardiovascular imaging systems with 1,900 employees, headquartered in San Diego, CA.*

**Human Resources Director**

Guided and advised business leaders for R&D, manufacturing, quality, regulatory affairs, clinical affairs and marketing. Provided HR oversight for one-third of Volcano’s US workforce: 350 employees at three sites in CA and MA who were accountable for \$300M+ of product revenue. Member of Business Unit and Global HR Leadership Teams.

- Built and led US Talent Acquisition team. Delivered savings of \$400K/year and reduced time-to-fill by 25%, through stronger social media presence, direct sourcing, and aggressive agency management. Doubled employee referrals to 40% of hires with attention-grabbing awareness campaign.
- Reduced \$10M in operating expense and closed three advanced technology programs. Restructured development teams to mitigate loss of critical talent and domain expertise: retained and redeployed 25 of 65 affected engineers.

## Education

**BOSTON UNIVERSITY SCHOOL OF LAW**

Juris Doctor. Admitted to the Massachusetts Bar.

**TRINITY COLLEGE, Hartford CT and the UNIVERSITY of DURHAM, England**

Bachelor of Arts, History.