

# THOMAS KOCZARA

[www.linkedin.com/in/thomas-koczara](http://www.linkedin.com/in/thomas-koczara)

## BUSINESS-FOCUSED HR LEADER

### Positively Impacting Bottom Line through Strategic Innovation and Driving Change

Innovative strategic HR partner, trusted advisor and change agent with proven capacity to achieve business results by leveraging substantial business acumen. Proven success with driving cultural change, improving leadership team dynamics, and refining all aspects of talent acquisition and talent management to achieve critical business goals. Broad financial knowledge and understanding of business economics and competitive landscape. Deep skills in the areas of human resources that matter to the business. Core Competencies:

- **Business Acumen**
- **Communication**
- **Performance Management**
- **Succession Planning**
- **Talent Acquisition & Retention**
- **Collaboration**
- **Organizational Development**
- **Cultural Change**
- **Relationship Building**
- **HR Strategy & Workforce Planning**

## SELECT KEY ACCOMPLISHMENTS

- Improved profitability through restructure of field-based sales and service support operations into 3 contact centers across US, then optimized HR services to 1.4K call center and sales professionals located in 25 facilities throughout Central and Western US.
- Surpassed diversity goals for female representation (37% improvement), female senior leadership representation (11% improvement) and minority representation (21% improvement) through implementation of innovative programs to attract and retain diverse employees.
- Ensured readiness of strongest leaders, resulting in promotions for 28.6% of top talent, through implementation of creative improvements to leadership development process.
- Negotiated local contract with UAW that successfully balanced company needs with union demands.

## PROFESSIONAL EXPERIENCE

**ROCHE TISSUE DIAGNOSTICS**, Tucson, AZ and Pleasanton, CA

2010 to 2019

### Senior HR Director

2010 to 2019

Held several lead HR business partner positions supporting leadership teams for manufacturing, marketing, sales and service, medical affairs, and others. Served as individual contributor and liaised extensively with HR centers of excellence and HR service centers. Managed \$2M annual project budget.

- Led implementation of SAP HRIS and Workday HRIS.
- Developed and delivered HR strategies and tactics to achieve business priorities and financial goals.
- Reduced annual operating costs by \$25.6M across 3 business units through headcount reductions (105 full-time and contractor positions), operating budget reductions and management layer reductions as part of major cost-saving project to protect profitability and margins.
- Achieved annual savings of \$2.4M by integrating stand-alone commercial unit into division's commercial organization and successfully transitioned over 400 employees.
- Revamped management structure of separate product teams into single organization that accounted for 81% of business unit's revenues through simplification of management layers, streamlining decision-making.
- Prepared next-generation leaders by aligning succession planning of key positions with critical talent and strategic business priorities; developed healthy plans for 92% of business-critical positions.
- Led global reorganization of procurement that will yield annualized savings of over \$8M in 5-years.

**ROCHE TISSUE DIAGNOSTICS** (Continued)**General Manager****2017 to 2018**

Led monoclonal antibody business (Spring BioScience, Inc.), comprised of 33 employees and total annual gross revenues of \$65M; located in Pleasanton, CA. Oversaw all development, commercialization, production, distribution and customer service to internal and external customers worldwide.

- Surpassed key financial sales target by achieving 15% year-over-year growth in 2017 worldwide 3<sup>rd</sup>-party sales.
- Positioned organization for higher levels of future growth and profitability by negotiating partnership agreement with external entity to commercialize Spring's 3<sup>rd</sup>-party antibody portfolio.

**HR Integration Leader****2014 to 2015**

Led integration of 2 acquisitions located in San Jose and Belmont, CA.

- Integrated both product portfolios into business by assimilating both companies into all Roche Diagnostics HR systems in 9-weeks.
- Drove cultural transformation of both companies to align with Roche values, leadership commitments and cultural beliefs.
- Retained 100% of key talent during transition period through implementation of innovative talent management strategies and tactics.

**MICROSOFT CORPORATION**, Redmond, WA

2006 to 2009

**Director of HR - Entertainment & Devices****2008 to 2009**

Led team of 19 HR professionals (located in US and France) that serviced 3.5K employees in global conglomerate of 7 businesses within Microsoft's Entertainment & Devices division. Partnered with 7 business unit leaders and leadership teams.

- Defended division's contribution margin targets in deteriorating economic climate by reducing operating expenses by \$56M through combination of 6.6% headcount reduction, span-of-control improvements, reallocation of resources to high-margin businesses and projects, elimination of low-ROI initiatives, process efficiencies, and tighter spending controls.
- Retained 98.7% of top-rated talent over key 12-month period, improving career discussion completion by 54%, and manager effectiveness by 100 basis points throughout creation of multi-year strategic HR framework.

**Director of HR - Legal & Corporate Affairs****2006 to 2007**

Led team of 5 HR professionals that serviced 1,100 global employees. Partnered with Microsoft's Chief Legal Officer.

- Revamped US onboarding process for new employees; resulted in 50% reduction in first-year quits and over \$300,000 in annual recruiting cost avoidance.
- Reengineered global talent management process to better prepare high-potential employees for positions of greater responsibility; resulted in promotions for 28.6% of most senior employees in the organization over the last 12 months.
- Overhauled global training curriculum to align with organization's strategies and key skills/competencies required to implement them; created seven new courses FYTD specifically designed to close skill/competency gaps; introduced innovative new leadership course that enabled intellectual property team revamp strategic plans, resulting in 74% improvement in FY10 market share forecast.

**TOYOTA FINANCIAL SERVICES**, Chandler, AZ & Cedar Rapids, IA

2001 to 2005

**Regional HR Manager – Western & Central US**

Led team of 8 HR professionals located in 4 states. Delivered HR services to 1,400 employees in 25 facilities (23 branch sales offices and two service centers) located throughout Central and Western U.S.

- Led all people-related aspects of major reorganization across US that created three service centers through redeployment of personnel from field offices; successfully reinvested over 100 jobs across three sites without resorting to layoffs.
- Designed and implemented new performance management process for US field personnel that incorporated for the first time KPI metrics, incentive compensation components and job-specific competencies. Improved employee performance management satisfaction by 48%.

**TOYOTA FINANCIAL SERVICES** (Continued)

- Instituted non-exempt bonus program for collections personnel; resulted in 52% improvement in Days Sales Outstanding and 37% improvement in Collector Effective Index.
- Designed and implemented new headcount management process that allowed hiring to projected contact center turnover; resulted in sustained achievement of over 99% actual-to-authorized headcount ratio in western center.

**ADDITIONAL RELEVANT EXPERIENCE**

**EXPEDIA.com, Vice President of HR.** Led team of 4 HR professionals located in Bellevue, WA. Delivered HR strategies and services to global organization of 1,000 commercial employees.

**AMAZON.com, Director of HR.** Led team of 6 HR professionals located in Seattle, WA and Bangalore, India. Designed and delivered HR strategies and services to global organization of 2,000 employees located in 11 countries.

**FORD MOTOR COMPANY, HR Manager.** Led HR teams at Norfolk Assembly Plant and Michigan Truck Plant; held staff roles in Compensation, Material Planning and Continuous Improvement teams within global Vehicle Operations organization.

**ACCENTURE, Senior Consultant.** Delivered process reengineering improvements to several Fortune 500 companies.

**EDUCATION**

**Master of Business Administration (MBA),** University of Illinois, Champaign-Urbana, IL

**Bachelor of Arts (BA),** Finance, Michigan State University, East Lansing, MI

**PROFESSIONAL DEVELOPMENT**

- Agile & Scrum Methodology
- Roche HR Leadership Academy, 2013
- Six Sigma Green Belt Certification, 2000
- Oracle, Workday, PeopleSoft & SAP HRIS
- Roche Leading Leaders Program, 2015
- Roche HR Leadership Academy, 2013
- Myers-Briggs Personality Type Certification, 2011
- GE WorkOut Process
- Accenture Change Management
- Microsoft Office & Google Suite

**ASSOCIATION**

**Board of Directors, Tu Nidito,** Tucson, AZ, 2010 to 2014

Drove achievement of non-profit's mission to provide support and grief counseling to children and their families dealing with serious health conditions by leveraging HR expertise.