

## **Kathy Santoro**

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### **Summary**

Human Resources professional with 20+ years in strategic and operational human resources management – talent management and acquisition, employee relations, organizational change and development, organizational structure design and alignment, HR operations, total rewards, HRIS, global expansion, mergers, and acquisitions, creating strong company cultures, policies and procedures, risk management, and adaptive strategies to drive growth, innovation, and continuous improvement. Technically savvy and proficient.

### **Professional Experience**

#### **Harvard University, Faculty of Arts and Sciences (FAS) – Human Resources, 2013 – Present Senior Director of HR Programs and Operations**

Managed the Talent Acquisition and HR Programs and Communications teams while supporting a portfolio of departments in an HR Consultant capacity.

- Developed and implemented recognition, management development, career development and mobility, skills training and community building programming for over 2600 FAS staff.
- Provided HR Consultant support to the Social Sciences, Athletics and Education Support Services.
- Member of the leadership team who guided FAS staff through the pandemic.
- Co-Interim Associate Dean of FAS HR June 2021-February 2022
- Recipient of 2016 Dean's Distinction Award

#### **Eliza Corporation, Danvers, MA 2013**

**Contract Recruiter** - Integrated healthcare communication services for health insurers, disease management firms, pharmacy benefit managers, and pharmaceutical companies.

#### **iWorkWell, Virtual Company USA 2012**

**HR Subject Matter Expert** – Write and review HR how-to articles for subscriber supported website

#### **Bioengineering Group, Salem, MA 2007 – 2012**

##### **Director, Human Resources**

Environmental consulting and engineering firm applying sustainability principles to site planning, water management and energy resource planning.

- Tripled the size of the company with no dedicated recruiting budget.
- Responsible for overall Human Resources function including extensive workforce planning, talent management and acquisition, and project resource deployment
- Streamlined operations and increased privacy through an integrated compensation/billing rate structure

- Improved project performance in a flat, highly matrixed organization by working with managers to clearly specify roles, responsibilities, limits of authority and decision processes; improvements supported through project management training
- Realigned employee's skill sets with a shift in business focus towards renewable energy resource planning through training and restructuring
- Created internship program for graduate and undergraduate students, including hosting international interns from France, Sweden and Korea
- Winner of SJF Institute's 2010 Green Jobs Award

### **LightTower Consulting, Marblehead, MA 1998 - 2007**

#### **Human Resources Consultant**

Provided client companies (private, public, non-profit) with the human resources services and strategies. *Sample Projects:*

- Guided a non-profit through a change of leadership including a restatement of mission and values, formulating a clear strategic direction, identifying leadership requirements, filling key leadership positions.
- Worked with a manufacturer to investigate and respond to complaints of sexual harassment with positive outcomes. Also, provided executive coaching and sexual harassment training,
- Developed a performance management program for a publisher including forms, documentation and training all managers.
- Led a team building and planning retreat for a large law firm's administrative staff.

### **Molten Metal Technology, Waltham, MA 1993 - 1998**

#### **VP of Human Resources**

Environmental technology company developing and commercializing a proprietary hazardous waste processing technology, Catalytic Extraction Processing (CEP). Clients included both governments and private industry.

- Created a trusted HR Business Partner organization that was fully integrated within the business units.
- Provided one-on-one coaching related to sexual harassment, discrimination, micro-managing, favoritism, anger management, intimidation, communication style, relationship management, delegation, conflict resolution, consensus building, team skills, and leadership.
- Established focused talent acquisition programs for colleges, veterans, people from under-representative communities and employee referrals.
- Directed the build-out of new office space and relocated 400 employees
- Implemented a required random drug testing program.
- In partnership with Lockheed Martin Human Resources, jointly supported the formation of M4 Environmental, a Molten Metal/Lockheed Martin joint venture. M4 grew to over 150 technical employees eventually becoming a wholly owned subsidiary of Molten Metal Technology

### **Thinking Machines Corporation, Cambridge, MA 1989 - 1993**

#### **Director of Human Resources**

Developer of a massively parallel supercomputer used primarily by government and university research laboratories for scientific computing.

- Established the HR function and supported global expansion to Europe and Asia.
- Designed and implemented sales incentives and commission plans.
- Nurtured a culture of bottom-up innovation, empowering individuals as change agents through the identification of social leaders, coaching, employee engagement and recognition.
- Successfully resolved multiple highly sensitive employee relations issues involving sexual harassment, stalking, mental illness, personal hygiene and inappropriate email communication.

### **Lotus Development Corporation, Cambridge, MA 1984 - 1989**

#### **Director of Human Resources**

Member of the HR team u76r being one of the preferred employers of that time through innovative Human Resources programs. Managed Employment, Compensation, Benefits, Relocation and HRIS functions.

#### **Education**

University of California Santa Barbara  
Bachelor of Science - Psychology

Boston College  
M.Ed. Counseling Psychology

#### **Community Service**

Marblehead Council on Aging, "Wisdom Works - Employment Program", Volunteer Trainer (2009 - 2011)