

THEODORE J. ZABORA

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Career Summary

Six Sigma certified green belt and results oriented, senior Human Resources professional. Possesses the experience, skills and abilities to function effectively at the corporate or division level in diverse industries; R&D, manufacturing, advertising, banking and security

Recent Managerial Scope

Total Mid-Atlantic Regional Human Resources responsibility for a \$210 M security company. Focus was aligning HR with the strategic direction of the organization as a member of the senior management team. Contributed directly to four consecutive years of growth; the best results in North America.

Major Experience Highlights

Compensation and Benefits:

- Executive including long-term incentives, bonus plans, stock options and perks
- International and expatriate program development
- Incentive and bonus plan design
- Performance management program implementation
- Pay for performance program implementation
- Salary administration and structure development
- Job evaluation (numerous types of plans)
- Significant reduction of benefit program costs (\$1 M)
- Benefit design and implementation
- Retiree administration
- Board of Directors compensation plan implementation
- Development of corporate philosophy and policy in the U.S. & Europe

Employee/Labor Relations:

- Top 50 large companies to work for in Pennsylvania; major ER focus
- Reduced turnover by 20%
- Union avoidance
- Program and policy development (U.S. & Europe)
- Significant downsizing and outplacement; 80% of an organization
- Division closure
- Contract negotiations
- Grievance/arbitration proceedings
- Strike preparation
- Improved union relations

Training & Development:

- Development to effect cultural change
- Strategic training plan and focus
- Career development as a critical component of the performance appraisal process
- Succession planning

Recruitment:

- All levels including executive management
- Executive search
- Ramped up and recruited for a 100% plus increase in the workforce; 450 associates to 900
- Successfully addressed severe labor shortages during a low unemployment period
- Measurement systems

Human Resources Information Systems:

- Total project management responsibility for vendor/software selection including needs analysis, request for proposal (RFP) development, vendor evaluation and analysis and complete implementation
- Experience with numerous integrated HR/PR systems

EEO/Affirmative Action:

- Resolved dozens of discrimination complaints successfully
- Affirmative Action Plan development and implementation
- Managed 14 OFCCP desk audits as well as a corporate management review (glass ceiling)

Major Accomplishments

- American Business Press published my first book; “NETWORKING”; a time proven and effective strategy to find your new job
- Taught graduate level HR course for five years at Johns Hopkins University
- Annual guest lecturer at Western Maryland College (McDaniel College) since 2000
- Best Places to Work (top 50 large companies in Pennsylvania)
- Have held primarily new positions at the corporate and division levels to develop the function or department and move them to the next level in order to contribute to the strategic direction of the organization
- Lean & Kan Ban
- Successfully integrated five acquired companies
- Reduced benefit costs by 30%
- Established credible, responsive and customer focused functions in organizations experiencing significant growth and change
- Led and facilitated numerous efforts within a Team structure
- Developed autonomous functions and strategic plans in order to sell the business
- Managed a complete division closure
- Established corporate philosophy and policies domestically and in Europe
- Presented regular updates to the Compensation Committee of the Board of Directors
- TQM award for designing Appraisal and Pay Training
- Led many non-HR major projects due to skill base, e.g. led a team, which identified \$2.9M in cost reductions; typically a finance initiative

Education

B.S., Psychology - Towson University

M.A., Human Resource Management - Towson University

Professional Experience

Securitas Security Services USA, Frederick, Maryland

Vice President of Human Resources, Mid-Atlantic Region (March, 2006 to November, 2009)

New Standard Corporation, York, Pennsylvania/Mount Joy, Pennsylvania/Rocky Mount, North Carolina

Director of Human Resources (2004 to December 31, 2005)

Vertis, Inc., Baltimore, Maryland

Corporate Director, Strategic Human Resources Initiatives (2003 - 2004)

Tate Access Floors, Inc., Jessup, Maryland/Red Lion, Pennsylvania

Director of Human Resources (1999 - 2003)

Provident Bank of Maryland, Baltimore, Maryland

Vice President of Executive Compensation and Employee Benefit Programs (1998 - 1999)

Applied Physics Laboratory, Laurel, Maryland

Manager, Human Resources (1993-1998)

Armco Stainless & Alloy Products, Baltimore, Maryland

Director, Compensation, Benefits and HRIS (1990-1993)