



## Terry Hearn

A decisive go-to executive committed to delivering exceptional employee experiences aligned to organizational strategy, Terry has over 20 years of human resources leadership experience, including senior roles in large, multi-site organizations. He is highly experienced and successful at leading organizations through periods of extreme change, organizational design, and business recovery. Terry has been an HR leader on over 10 executive teams at the regional, national, and global levels, and is a trusted advisor to leaders managing change and enhancing employee performance and reward programs.

### SELECTED ACHIEVEMENTS

- At a global consulting firm, strategically managed talent to mitigate 84% of expected turnover of regional and market leaders over a five-year period, reduced hiring costs by over 20%, and increased employee retention by more than 15%.
- HR leader for the organizational redesign of a 300-person leadership team supporting 10,000 employees where work focused on cross-team accountabilities, performance metrics, and job architecture, contributing to a 10-point increase on the customer net promoter score.
- As HR leader for a national call center, worked with the leadership team to implement key programs on regional pay competitiveness, employee coaching and team leader development. Over three years, turnover fell from more than 40% to less than 25%. The resulting savings from hiring offset pay increases.
- Created a competency framework to guide manager and employee expectations by level and role, identify gaps for development, and create a path for future leaders. Engagement scores improved by 15% for entry and mid-level employees.
- Spearheaded COVID readiness for a national retailer in 12 locations through three rounds of closure and reopening amid multiple onsite reporting exposures. The plan ensured customer and employee safety and reduced reopening recovery time by 50%.

### PRIOR EXPERIENCE

- The Osborne Group
  - Houselink & Mainstay Housing - Interim HR
  - Warden Woods Community Centre - Interim HR
  - The Ontario Aboriginal Housing Services - Coaching, policy development, succession planning
  - Imagine Canada - Policy development.
  - Madison Community Services - Employee support.
  - Mohawk Council of Kahnawà:ke –Organization review
  - Gardiner Museum – Compensation review
  - The Hamilton Regional Indian Centre – Compensation review
- UNIQLO Canada – National Human Resources Leader
- Health Care of Ontario Pension Plan (HOOPP) – Vice President, Human Resources
- AON Inc. – Head of Human Resources
- Rogers Communications – Vice President, Human Resources
- Shaw Communications – Senior Director, Human Resources
- Mercer – Global Human Resources Leader
- Mount Saint Vincent University – Director, Human Resources
- Manulife Insurance – AVP Global Rewards

### QUALIFICATIONS

- MBA – Memorial University of Newfoundland, Canada
- BA – Memorial University of Newfoundland, Canada
- Member – George Brown College, HR Advisory Board
- Member – Strategic Capabilities Network, Toronto

