# PAUL MONTAGUE — GLOBAL HR EXECUTIVE & CONSULTANT

## PROFESSIONAL EXPERIENCE

### EXCEPTIONAL HR SOLUTIONS

**Principal Consultant, Fractional CHRO & HR Transformation Advisor | Mar 2024 – Present**

Deliver fractional CHRO support to PE-backed, pre-IPO, public and private companies across multiple industries.

### NS BlueScope Coated Products

**VICE PRESIDENT, HUMAN RESOURCES (NORTH AMERICA) | MAR 2021 – MAR 2024**

- Led HR for the **$1B, 600-employee North American business unit** spanning California, Oregon, and Washington. Recruited to **transform the HR function**, designing and executing a 3-year strategic plan aligned with enterprise business objectives.
- Implemented a **compliance reset program** to strengthen governance, mitigate risk, and ensure full regulatory alignment. Rebuilt **labor relations strategy** with the United Steel Workers (USW), improving engagement and successfully preparing for complex contract negotiations.
- Designed and launched a **Talent Management framework** to strengthen succession planning, leadership pipelines, and employee development. Advanced **leadership and safety development programs**, improving workplace safety metrics and frontline management capability. Overhauled the **operations compensation structure** for the first time in 25 years, modernizing pay practices and aligning with industry competitiveness.

### RTI SURGICAL

**CHRO/ VICE PRESIDENT, HUMAN RESOURCES & EMPLOYEE COMMUNICATIONS | JUN 2017 – AUG 2020**

- Served as **Chief Human Resources Officer** for a publicly traded, $300M global spine medical device company with 1,000+ employees across the U.S., Europe, and Asia. Strategic HR advisor and executive confidante to the CEO; accountable for global HR and internal communications strategy.
- Led **enterprise-wide organizational transformation** and **full HR function rebuild** during critical inflection period. Key leader on **M&A deal team**, successfully managing 3 acquisitions and 2 divestitures. Oversaw due diligence, integration, and transition planning for U.S. and German operations.
- **Redesigned international organizational structure**, realigning talent and functions across Europe, UKI, and Asia to improve global performance and scalability. Led **labor relations strategy**, including negotiations with German and UK works councils and a successful **union avoidance campaign** at a U.S. manufacturing plant (Marquette, MI).

### KELLOGG COMPANY

**VICE PRESIDENT, GLOBAL FUNCTIONS HUMAN RESOURCES | MAY 2015 – SEP 2016**

- Led HR for global functions (Sales, Marketing, R&D, IT, HR, Finance) supporting 30,000+ employees in $25B CPG enterprise. Developed global L&D strategy for Marketing in partnership with the University of Michigan.

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## JOHNSON CONTROLS

**VICE PRESIDENT, HUMAN RESOURCES | 2012 – 2015**

**Vice President, Human Resources – Americas | 2014 - 2015**
*Johnson Controls (Global Workplace Solutions, now CBRE)*
Directed HR for the **$2B, 7,000-employee Americas business** within a $4.5B, 17,000-employee global enterprise.

- Partnered with the Senior VP & General Manager to align human capital strategy with business objectives across North and South America.
- Led a team of **3 sub-regional HR Directors and 30 HR professionals**, enhancing workforce planning, talent development, and compliance.
- Served as key member of the **M&A deal team**; managed change and communications for the legacy organization while designing and implementing **compensation and equity programs** for the newly created entity.

**Vice President, Human Resources – Asia & EMEA | 2012 - 2014**
*Johnson Controls (Global Workplace Solutions, now CBRE)*
Directed HR strategy for **10,000+ employees across 40 countries**, including 4,000 employees in 15 Asian countries and 6,000 employees in 25 countries across EMEA and UK/Ireland.

- Partnered with the Senior VP & COO to lead **120 HR professionals**, driving organizational performance across $2.5B in regional revenues.
- Executed a **global operating model transformation** to support business growth and deal readiness, ensuring workforce alignment with operational and financial goals.
- Strengthened leadership pipelines and implemented **cross-regional talent management programs**, improving succession readiness and cultural integration across diverse geographies.

**Director, Global Human Resources Programs – Finance Transformation | 2011 - 2012**
*Johnson Controls*

- Directed HR for a multi-year **Finance Transformation initiative**, impacting **3,000 global finance employees**.
- Led the migration of all transactional finance functions to **5 global shared service centers** in China, Mexico, Singapore, Slovakia, and the U.S.
- Designed and implemented HR strategies to enhance scalability, workforce efficiency, and cost optimization across global operations.
- Partnered with executive leadership to execute **organizational design, change management, and workforce planning** critical to the success of the transformation.

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## BAXTER HEALTHCARE

**Sr. Director, Global HR – IT & R&D | 2007 – 2011**

**Sr. Director, Human Resources – Global IT | 2009 – 2011**
Directed HR strategy for the **1,500-employee Global Information Technology function** supporting a $14B, 50,000-person healthcare enterprise. Partnered directly with the CIO and Corporate Vice President.

- Led HR for the **global ERP transformation initiative**, consolidating 31 disparate systems into 5 standardized platforms, improving efficiency, scalability, and data integrity.
- Served as **HR leader for Global Program Management Office (PMO)** with accountability for talent planning, budget oversight, and workforce deliverables across global IT programs.
- Applied **Six Sigma methodologies** to identify process gaps and implement improvement strategies, resulting in significantly improved IT project execution, delivering **projects on time, in scope, and on budget**.

**Sr. Director, Human Resources – Device Center of Excellence (R&D) | 2007 – 2009**
Served as HR business partner to the **SVP of Global R&D** for a 600-employee organization spanning Europe and the U.S., driving innovation in Intravenous Therapies, Infusion Pumps, Anesthesia, and Renal treatments.

- Directed HR strategy during a large-scale **organizational restructuring** triggered by an FDA Consent Decree, ensuring compliance and cultural transformation.
- Re-engineered four R&D divisions, implementing new **organizational structures, talent strategies, and cultural foundations** that restored compliance and drove innovation.
- Designed and implemented HR frameworks for workforce planning, leadership development, and performance management to support transformation goals.
- Partnered with senior leadership to establish governance models that improved global collaboration and Large-scale change and organizational restructure of the four divisions of Global R&D triggered by an FDA Consent Decree and subsequent decisions to transform the organization

## GIVAUDAN FLAVORS

**VICE PRESIDENT, HR NORTH AMERICA | 2005 - 2007**
Led HR for $1B, 1,500-person North America business with 11 sites, including 8 manufacturing plants. Delivered successful union avoidance campaigns in NJ; standardized policies and implemented RPO to resolve staffing crisis.

## GE HEALTHCARE

**MANAGER, HUMAN RESOURCES FUNCTIONAL COMPUTED TOMOGRAPHY | 2000 - 2005**
Directed HR for $2B diagnostic imaging segments (CT, PET, Nuclear Medicine) with global teams in the U.S., Asia, and Israel. Led cross-border integration and change management initiatives, including China assessment.

## EDUCATION

**MASTER OF SCIENCE, INDUSTRIAL RELATIONS | IA STATE UNIVERSITY**
**BACHELOR OF ARTS, INTERNATIONAL MGMT & FRENCH | CENTRAL COLLEGE**

**L'UNIVERSITE DE PARIS, SORBONNE | PARIS, FRANCE**
**L'UNIVERSITE DE MONTPELLIER | MONTPELLIER, FRANCE**

**GE SIX SIGMA GREEN BELT**