

MICHAEL J. DONOVAN

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DIRECTOR OF HUMAN RESOURCES & BUSINESS OPERATIONS

HR and business operations executive with 25 years' experience leading people functions through growth, restructuring, and acquisition for professional services and industrial manufacturing firms of 400-850 staff.

EXPERIENCE

Harborline Industries | Boston, MA

2013 – 2025

Harborline Industries is a mid-market industrial manufacturer. With 850 staff across 4 New England sites, Harborline produces precision components for the aerospace and medical device industries and generates approximately \$180M in annual revenue.

Director of Human Resources & Business Operations | 2018 – 2025

Promoted to Director during a period of rapid growth after establishing the company's HR function. Led 9 direct reports across 2 departments — Human Resources and Business Operations — with combined budgets of \$2.4M. Owned talent acquisition, employee relations, compensation, benefits, HRIS, compliance, and facilities company-wide, and advised the executive team on organizational design through 2 acquisitions.

- Reduced voluntary turnover from 24% to 11% over 4 years by rebuilding onboarding, introducing stay interviews, and restructuring frontline compensation bands.
- Cut average time-to-fill from 68 days to 34 by bringing recruiting in-house, saving approximately \$400K annually in agency fees.
- Led HR through a 2020 restructuring that reduced headcount 18% while keeping every employee identified as critical to production.
- Selected and implemented a new HRIS company-wide in 7 months and on budget, replacing 3 disconnected systems and eliminating duplicate data entry for 12 staff.
- Built the company's first manager training program; 40 completed it and effectiveness scores rose 22 points over 2 years.

Human Resources Manager | 2013 – 2018

Recruited to establish a formal Human Resources function at a 250-person manufacturer with 2 sites and no HR department. Reported to the CFO, managing benefits, recruiting, onboarding, employee relations, and multi-site compliance.

- Grew HR from 2 staff to 4 as the company doubled from 250 to 500 employees, holding HR cost per employee flat.
- Wrote the company's first employee handbook and job descriptions for all 18 production roles, replacing verbal policies with one written standard across both sites.
- Cut workers' compensation costs 30% over 3 years by building a return-to-work program and training plant supervisors to execute it.
- Redesigned benefits at renewal, holding the premium increase to 3% against a 14% market trend.

Fielding & Marsh Group is a professional services firm. With approximately 400 staff across 3 business units, Fielding & Marsh provides accounting, tax, and advisory services to mid-market clients across New England. Progressively promoted over 14 years, from Administrative Assistant to Senior HR Generalist, running full-cycle recruiting and benefits administration for all 3 business units.

Senior HR Generalist | 2008 – 2013**HR Generalist** | 2004 – 2008**HR Coordinator** | 2001 – 2004**Administrative Assistant** | 1999 – 2001

- Filled 60+ roles annually as the sole recruiter.
- Led the firm's first compensation benchmarking study, resulting in market adjustments for 45 underpaid employees.
- Built the firm's first standardized onboarding process, replacing 3 separate business-unit approaches with one.

LICENSES & CERTIFICATIONS

SHRM-SCP, Society for Human Resource Management | Certified 2015

EDUCATION

MBA, Boston College | Chestnut Hill, MA

B.A. Psychology, University of Massachusetts | Amherst, MA

SKILLS

Talent: Full-cycle recruiting, workforce planning, employer branding, succession planning

Compensation & Benefits: Compensation banding, market benchmarking, benefits renewal and plan design, FMLA/ADA administration

Systems & Compliance: HRIS selection and implementation (Workday, ADP), multi-state employment compliance, FLSA classification, EEO-1 reporting

Organizational: Change management, restructuring and RIF execution, M&A integration, manager training design