

## **David F. Hoff, M.Ed.**

**Chief Operating Officer and Executive Vice President, Leadership Development**

314.209.9495, ext 702 - dhoff@easiconsult.com

### **EDUCATION**

**Ed.D.** Columbia University (Completed all requirements except doctoral dissertation)

**M.Ed.** Columbia University (1973)

**M.A.** Columbia University (1972)

**B.A.** Alfred University (1971)

### **PROFESSIONAL EXPERIENCE**

#### **EASI•CONSULT, LLC, St, Louis, MO (May 2004 - Present)**

##### **Chief Operating Officer and Executive Vice President, Leadership Development**

- Led the on-site portion of an assessment, placement and development process for the Central Office and a region of the largest public sector real estate organization in the U.S. As part of this project, led the development of 40 competency models.
- Led a project for the Federal Reserve Board of Governors resulting in the creation of Leader and Manager Competency Models.
- Lead complex engagements in the public and private sector that involve a number of tools such as assessment, facilitation, change management and coaching.

#### **PROORBIS, (February 2003 - May 2004)**

##### **Consultant**

- Served as on site Project Manager for organization transformation with the largest public sector Real Estate organization in the U.S.

#### **DIMENSION DATA/PROXICOM, Reston, VA (1999 - February 2003)**

##### **Vice President, Human Resources (Dimension Data North America) (2001 - February 2003)**

- Directed a staff of 16 that provided HR support to three business units with 1,500 employees with an annual revenue of \$600 million.
- Consolidated four payrolls with different pay cycles and pay dates into one and integrated with common HRIS system that reduced costs by \$200,000.
- Moved from a fully-funded to a self-funded health care plan, saving \$2 million per year.
- Established a company-wide, competency-based performance management system that increased clarity and accountability.
- Developed market-based compensation structure across three business units that led to market pricing and greater clarity of job requirements.
- Harmonized 80+ HR policies throughout company that led to greater organizational clarity and reduced legal costs.
- Established incentive plans across three sales organizations based on different metrics that moved each group from product to service-based sales.
- Consolidated six different 401k legacy plans into one company plan with assets of \$30 million.

##### **Director – Managing Director, Human Resources (Proxicom) (1999 - 2001)**

- Hired as Director of International Human Resources reporting to the EVP Organization Strategy and promoted to Managing Director reporting to the CFO.
- Oversaw Human Resources in Europe as well as Compensation and Relocation for this \$200 million technology company.

## **International**

- Developed an International Assignment Policy to direct 100+ assignees in five European locations.
- Modified tax and allowance position of expatriate and temporary assignees saving \$3.5 million per year.
- Recruited General Manager, Recruiters, and HR Managers in U.K. and France.
- Led start up of offices in U.K. and France.
- Established market-based compensation programs and benefit programs in U.K., France and Germany.
- Won Inland Revenue approval for U.S. based stock option plan.
- Provided HR support for build out of U.K. office to \$20 million in revenue and a staff of 125 which included the integration of an 85 person acquisition.

## **Compensation and Relocation**

- Led 1200 person, company-wide, compensation review to address philosophy, pay position and incentives. Project focused on broad based, executive, and sales compensation. Study led to the creation of broad bands, job descriptions, elimination of job titles, positive and negative market adjustments, and a consistent approach to sales incentive plans.
- Introduced a five tier relocation policy to include new hires, internal transfers, temporary and expatriate assignees and permanent international transfers. Efforts resulted in a process for relocation with consistent levels of reimbursable expenses and a way to capture expenses for IRS purposes.
- Introduced performance management process for 1200 employees that led to consistent ratings, performance objectives and development plans.

## **ANHEUSER-BUSCH COMPANIES, INC., St. Louis, MO (1983 - 1999)**

### **Director of International Employee Benefits (1999)**

- Implemented a Global Stock Purchase Plan in 17 countries in Europe, Asia and Latin America, with a 70% participation rate in the first year.

### **Director of International Human Resources (1992 - 1999)**

- Constructed a Human Resource strategy to support the growth in sales of the International Division from \$250 million to \$1 billion.
- Created Global Compensation and benefits strategy statement.
- Conducted organization effectiveness session for top 80 managers, where they reached consensus on job standards.
- Created competency-based selection and appraisal processes to support job standards.
- Staffed 20 positions in sales, marketing, finance, human resources, and general management with salaries ranging from \$20,000 to \$250,000.
- Consulted with Chairman, President, and Region Chiefs on issues of staffing, structure, development, and termination.
- Led the development of HR systems in the \$200 million Joint Venture with the Kirin Brewery.
- Hired 45 sales people, developed work rules, benefits, compensation system, performance management, and new employee orientation in Japan.
- Established temporary offices in Mexico during due diligence of \$400 million equity investment in Grupo Modelo.
- Hired local staff, established compensation and benefits plans, and led an “exchange of best practices” for 20 Modelo executives in the U.S. ranging from 3 to 12 months.
- Led a team that hired 50 sales people in Shanghai, Beijing, and Guangzhou, China to support a one million barrel inventory purchased in Wuhan.
- Headed a team that conducted an HR audit of Wuhan, China brewery to determine issues needing resolution after the acquisition.

- Facilitated monthly transaction meetings between Wuhan/Hong Kong, China, and St. Louis staff to ensure time lines were met and the \$50 million capital budget was not exceeded

#### **Director of Human Resource Development and Selection (1998 - 1992)**

- Managed a staff of 15 and a budget of \$2.5 million consulting with Business Heads on issues of organizational effectiveness and succession.
- Consulted with senior management of \$1 billion subsidiary to establish competencies for Bakery President position, which were used for selection, individual development and organizational assessment purposes.
- Partnered with senior management of Operations Division in 13 plants of \$8 billion subsidiary to create assessment, development and review processes for top 100 managers.
- Led a task force that implemented a company-wide, competency-based performance management and development system for 1500 managers.

#### **Manager of Management Development and Training (1985 - 1988)**

- Turned around a mediocre performing supervisory training group of seven and expanded the Department's mission and offerings to include management personnel.
- Managed the development of a 16 course, competency-based middle management curriculum. One program attended by over 600 managers led to cost savings exceeding \$7 million.
- For five years, led the 200 top executives in a two-day strategy conference.

#### **Senior Organization Development Consultant (1983 - 1985)**

- Served as an internal consultant to senior management on projects including: plant start-ups, competency studies to determine job standards, employee surveys, and follow-on problem solving.
- Consulted with Plant Manager for two years on \$141 million plant modernization, increasing efficiencies from 14<sup>th</sup> to 7<sup>th</sup> place in the system.
- Coached a senior engineering manager during an \$80 million plant expansion. Project completed on-time and on-budget, achieving a \$4 million investment tax credit.
- Surveyed over a dozen staff and line groups per year working on solutions to address sales, profits and efficiency.

#### **McBER AND COMPANY, Boston, MA (1977 - 1983)**

##### **Senior Associate and Project Director**

- Managed projects and customers in both public and private sector on sales of over \$500,000 per year.
- Performed research on job competencies with training, selection, appraisal, and succession applications.

#### **LONG ISLAND UNIVERSITY, Greenvale, NY (1974 - 1977)**

##### **Assistant Director of Consulting Education (1975 - 1977)**

##### **Assistant Director C.W. Post/St. Joseph's Branch Campus (1974 - 1975)**

### **PROFESSIONAL AFFILIATIONS**

- Lower Cape Fear Human Resource Association – Member, 2012 – Present
- Phoenix Employment Ministry – Board Member and Secretary of the Board, 2012-Present
- Teachers College, Columbia University – Alumni Council and Co-Chair of Nominations Committee, 2014 – Present
- HR Leadership Forum - Secretary of the Board, 2006 - 2008
- Society of Human Resource Management - Board Member Leesburg Chapter, 2004 - 2012

- Association of Internal Management Consultants - Board Member, 2003 – 2014
- Global Human Resource Council, 1994 – 2002
- Conference Board Councils - Management Development and Training 1988 - 1994 (Chairman, 1992)