



Dr. FERMIN A. DIEZ, PhD
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SUMMARY

A life-long commitment to the development of people and the HR profession with more than 35 years of experience in transforming people and organizations, centered around the theme: “Implementing Strategy Through People”. I have teaching, research and “real world” experience gained as an Executive, University Professor, Author, HR Thought Leader and Board Member & Advisor, in over 40 countries.

EDUCATION

SINGAPORE MANAGEMENT UNIVERSITY, Singapore

PhD (General Management), 2017.

Dissertation title: Pay for Performance: What Type of Pay Scheme is Best for Achieving Business Results

Supervisor: Prof. Rajendra Srivastava.

Committee: Prof. Phil Zerrillo, Prof. Genaro Gutierrez (Univ. of Texas) and Prof. Saumya Sindhvani.

THE WHARTON SCHOOL, University of Pennsylvania, Philadelphia
MBA, May 1985; Concentration in Strategic Planning and General Management

THE UNIVERSITY OF MICHIGAN, Ann Arbor
BA, with Distinction, December 1980; Major in Psychology

CERTIFICATIONS

- HR Master Practitioner (IHRP-MP)
- Certified Senior Professional of Human Resources (SPHR).
- Certified Compensation Practitioner (CCP)

ACADEMIC EXPERIENCE

SINGAPORE MANAGEMENT UNIVERSITY (SMU)

2010-Present

- Adjunct Professor of Organizational Behavior and Human Resources
- Awarded “Faculty of the Year” in 2011
- Masters level courses:
 - Implementing Strategy Through People
 - Human Resources Management
 - Compensation Strategy
 - HR Analytics
- Undergraduate level courses:
 - Human Capital Strategy
 - Performance Management and Compensation
 - HR Analytics
- Executive Education programs:
 - Thinking Differently about Business Strategy – Nitto Denko. Program Director
 - Leadership Development – Singapore Airlines
 - Leadership Development – UOB
 - Change Management – SembCorp Marine
 - Inspiring Leaders for Growth – Groupe Schneider
 - Business Strategy & Human Capital – UTC/Otis
 - Managing HR – Buhler
 - Implementing Strategy Through People – Dormakaba
 - The People Side of Strategy – Maersk
 - Talent Development – Vingroup
 - Working Through People – Zuellig
 - Understanding the Impact of Organisations – Civil Service College
 - The Role of the Nomination/Remuneration Committees – Singapore Institute of Directors
 - Human Capital Strategy – Open Enrollment. Program Co-Director
 - Human Resources Masterclass – Open Enrollment. Program Director

NANYANG TECHNOLOGICAL UNIVERSITY (NTU)

2011-Present

- Adjunct Professor of Human Resources
- Masters level courses:
 - Implementing Strategy Through People
 - Remuneration Strategy
- Executive Education programs:
 - Preparing Board Members - Singapore Business Federation

SINGAPORE UNIVERSITY OF SOCIAL SCIENCES (SUSS)

2011-2019

- Adjunct Professor of Human Resources
- Masters level courses:
 - Rewards Management

TEMPLE UNIVERSITY, SINGAPORE CAMPUS

2013

- Adjunct Professor of Human Resources
- Masters level courses:
 - Managing Productive Work Teams

UNIVERSITY OF PUERTO RICO

1990-1991

- Adjunct Professor of Strategy
- Masters level courses:
 - Business Planning

UNIVERSIDAD DEL SAGRADO CORAZON

1989-1991

Adjunct Professor of Management

- Masters level courses:
 - Business Policy
- Undergraduate level courses:
 - Management (core)

OTHER

- Worldatwork global faculty since the year 2000
- Certification courses:
 - Total Rewards Management
 - Quantitative Methods
 - Job Analysis, Documentation and Evaluation
 - Base Pay Administration and Pay for Performance
 - Variable Pay
 - International Remuneration
 - Strategic Communication

- Other courses:
 - Business Acumen
 - Accounting for Compensation Professionals
 - Sales Compensation

SELECTED PUBLICATIONS

BOOKS

- Thomas, Howard; Smith, Rick & Diez, Fermin: *Human Capital and Global Business Strategy*. Cambridge Press, 2013.
- Bussin, Mark & Diez, Fermin: *Remuneration Handbook*. KnowRes Publishing, 2016.
- Diez, Fermin, Bussin, Mark & Lee, Venessa: *Fundamentals of HR Analytics*. Emerald Publishing, 2019.

ARTICLES

- Diez, Fermin: *Do Incentives Work?* Asia Management Insights, November 2018.
- Diez, Fermin & Phang, Nigel: *The Lemon Tree Hotel Company: How to do Well by Doing Good*. HQAsia, February 2016.
- Diez, Fermin & Vierra, Kimberly: *Why Companies in Asia are Changing Their Approach to Pay*. WorkSpan, 2013.
- Diez, Fermin; Turner, Robert & Hibbert, Daniel: *Linking Pay to Performance in the Public Sector*. Mercer White Paper, 2013.
- Diez, Fermin; Kothuis, Hans & Chua, Jiawen: *Executive Compensation in Asia – Best practices in a dynamic environment*. Singapore Institute of Director's Bulletin, 2012.
- Diez, Fermin & O'Malley, Paul: *Should You Always Pay for Performance: Compensation in Asia Pacific*. WorkSpan, 2011.
- Diez, Fermin: *Holding On to Talent in the Upswing*. WorkSpan, 2009.
- Diez, Fermin: *Using an Analytical Approach to Increase Retention in High-Growth Countries: An Example in India*. WorldatWork Journal, March 2009.
 - Reprinted as a chapter in the book *Attraction and Retention*, WorldatWork Press, 2010.
- Diez, Fermin & Uzcategui, Mariana: *The Australian Way of Compensation: Today and Tomorrow*. WorldatWork Journal, August 2007. Article of the Year Award.
 - Reprinted as a chapter in the book *Global Rewards*, WorldatWork Press, 2011.
- Diez, Fermin & Uzcategui, Mariana: *A Journey Through Compensation in Latin America*. WorldatWork Journal, January 2005.
- Diez, Fermin; Ambrosio, Lisandra & Heslop, Brent: *Mudanca de Papeis*. Harvard Business Review, Latin America, October 2003.

CASE STUDIES

- Diez, Fermin & Wong, Adina: *Incentivising Talent Through Compensation*. Singapore Management University.
- Diez, Fermin & Wong, Adina: *Implementing Strategy Through People at Maybank*. Singapore Management University.
- Diez, Fermin & Hong, Hwee Hoon: *HR Analytics in Practice*. In Progress

BOOK CHAPTERS

- “Implementing Lasting Change - HR in the Social Service Sector”. Appeared in the book *Human Capital Leadership in a Post-Covid World*, Edited by Michael Bashshur, SMU, 2020.
- “Expatriate Compensation: Introduction and Context”. Appeared in the book *Expatriate Compensation*, Edited by Mark Bussin. KnowRes, 2015.
- “Human Capital Management in Asia: The War on Talent Continues in this High-Growth Region”. Appeared in the book *People Come First; Why Human Capital is So Important for Organisations*, Edited by Amelia Manuti and Pasquale Davide de Palma. Palgrave, 2014.

SELECTED CONFERENCE PRESENTATIONS

- *Change of Roles for the HR Professionals*. Global HR Conference, Rio de Janeiro, 2004.
- *Similarities and Differences in International Pay*, Global WorldatWork Conference, Philadelphia, 2008.
- *Do Incentives Work? Busting Myths and Bringing Evidence to Pay for Performance*, Global WorldatWork Conference, Dallas, 2018.
- Frequent speaker in Regional and Local fora.
- Expert TV commentary including Channel News Asia, CNN and Reuters.

PROFESSIONAL EXPERIENCE

NATIONAL COUNCIL FOR SOCIAL SERVICE

2014-Present

Government of Singapore Agency that Leads and Coordinates the Social Services Sector

Deputy CEO and Group Director, Human Capital Development Group

Responsible for all aspects of Human Capital Strategy for the entire sector aimed at attracting, retaining and developing staff.

- Designed and implemented a high-potential national scheme (Sun Ray) with over 40 participating organizations
- Responsible for the Social Service Institute where we have increased training spots from 8,800 to 14,000 participants/year in the last two years. Currently implementing an innovative learning center
- Rolled out a manpower augmentation scheme via volunteers
- Created an in-house recruiting agency to serve member associations with an immediate increase in recruiting success of over 60%
- Improved scholarships provided by 40%
- Developed a workforce plan, sector branding strategy and part-time employment scheme
- Introduced robotics and shared services to increase labor productivity in the sector

MERCER, Senior Partner**2001-2007, 2009-2013**

Global Leader in Human Resources Consulting

Talent Business Leader – Asia, Middle East and Africa, Singapore

Led the Talent Business in the Region, comprising revenues of USD 120 Million and over 600 staff in 23 offices across six markets. Fully accountable for P&L, strategy, deployment, market development, client satisfaction, employee engagement and regional intellectual capital. The business grew in revenues and profits in double digits.

- Worked with boards and top management of leading local companies such as UOB, OCBC, SembCorp, Maybank, Mapletree, SGX, GIC, MAS, Petronas, AIA, ANZ, Indosat, etc. The emphasis was to help Asian Companies become better regional/global players.
- Topics include Rewards, Incentives, Executive Compensation, International Mobility, Sales Productivity, Talent Management, Leadership Development, Board and Executive Assessments, Organization Design, Human Capital Strategy and HR Systems Implementation.
- Led the team that assisted the Committee to review the pay of elected officials in Singapore.

Market Development Leader - Asia Pacific, Singapore

Directed the Marketing, Sales and Client Management functions in the Region. Managed the relationship with several Fortune 500 manufacturing and financial clients and prospects.

Managing Director, Human Capital Consulting, Australia/New Zealand, Sydney

Led the Human Capital Consulting Practice in Australia and New Zealand. Carried out projects focusing on Rewards, Executive Remuneration, Workforce Strategies, Sales Effectiveness and Human Resources Transformation. Managed 150 staff.

Managing Director, Human Capital Consulting, Latin America, Miami and Sao Paulo

Led the Human Capital Consulting Practice throughout Latin America and the Caribbean. Managed a team of over 100 professionals.

FREESCALE SEMICONDUCTOR (Formerly MOTOROLA)**2007-2008**

USD 6 billion corporation in the development, manufacturing and sales of electronic chips for mobile phones, auto, networks, consumer and industrial clients

Head of Human Resources - Asia Pacific, Singapore

Led a 70+ member team responsible for HR strategy and implementation touching over 16,000 employees and contractors in 8 countries across Asia Pacific. Had full accountability for HR practices and services in 3 Manufacturing sites, 6 Design Centers and 8 Sales & Marketing Offices.

PEPSICO**1996-2001**

Major FMCG Conglomerate which included Pepsi-Cola, Frito-Lay, PepsiCo Restaurants (Pizza Hut and KFC), Tropicana and Quaker

VP Human Resources – Pepsi Cola Latin America, Miami

Managed the Human Resources agenda in South and Central America and the Caribbean. Addressed both the internal HR issues as well as enhancing the human capability of our bottler system.

Director Corporate Human Resources - Asia Pacific, Hong Kong

Responsible for the management, processing and control of corporate HR processes for all countries in the Region, covering more than 30,000 employees in over 20 countries.

Accountabilities included: Development and implementation of strategic compensation and benefits programs for each business (sales compensation, productivity-based incentives); Administration of Corporate HR programs (performance management, long term incentives and expatriate programs) and achieving synergies among the Divisions (benefits harmonization, total compensation planning, expatriates' tax planning).

Director Corporate Human Resources Latin America, Miami

Same responsibilities as above for 45 countries and 69,000 employees in Latin America. This was a new position in the Corporation, which required persuasive skills and a team orientation for success.

WILLIS TOWERS WATSON, Partner

1984-1988, 1991-1996

Global provider of Human Resources consulting services

General Manager Mexico/Human Capital Services Leader - Latin America, Mexico, DF

Ran the Mexico office as well as the HR Consulting practice in the Region. Managed consulting engagements in Executive Compensation, Sales Compensation, Human Resources Management, Training and Diversity and Incentive Compensation in the U.S. and in more than ten countries in Latin America and the Caribbean.

Consulting Manager, International Consulting, New York

Sold and managed consulting work throughout Latin America. Opened the office in San Juan.

Management Consultant, Philadelphia and Caracas

Managed and participated in client projects in the areas of strategy, general management, productivity, distribution, organization, compensation, benefits, and training. Joined the firm in Philadelphia. Transferred to Venezuela to establish and lead the organizational effectiveness practice.

DELOITTE, Principal

1988-1991

Global Auditing and Consulting services provider

Senior Manager, Management Consulting, San Juan

Established and managed the firm's consulting practice for Puerto Rico and the Caribbean. Led consulting assignments in the areas of strategic planning, organization design and development, human resources, information systems and finance.

MARAVEN, S. A.

1981-1983

Subsidiary of PETROLEOS DE VENEZUELA

Organizational Development Consultant - Caracas and Punta Cardon

Planned and carried out organizational studies within the Refining Division. Participated in the system design of organizational development software. Responsible for organizational research programs.

OTHER PROFESSIONAL ACTIVITIES

- Member of the Board of Directors of the Institute for HR Professionals; Chair of Assessments and Research Committee and Dean of HR Studies
- Former member of the Board of Directors of Jurong Health Systems Pte. Ltd.
- Former member of the HR Committee of National Health Services Group
- Former member of the Board of Advisors of Taylor's Education Group.
- Former member of the SMU Business School Advisory Board.
- Former member of the WorldatWork Board of Directors; Currently member of their Global Advisory Council.
- Former member of the Children's Cancer Foundation Board of Directors

ADDITIONAL INFORMATION

- Citizenship: Singapore
- Fully tri-lingual in English, Portuguese and Spanish; fluent in French and Italian. Beginner Mandarin
- Hobbies: Playing guitar and tennis. Avid audiophile.
- More details can be found at <https://www.linkedin.com/in/diezfermin?trk=hp-identity-name>