

cencora

POSITION PROFILE

**Vice President, HR Operational
Excellence and Portfolio Management**

Cencora



TRILOGY
TALENT ADVISORS



ABOUT CENCORA

[Cencora](#) is a leading global pharmaceutical solutions organization that plays a vital role in healthcare distribution and services worldwide. Headquartered in Conshohocken, Pennsylvania, Cencora is the 10th ranked company on the Fortune 50 and maintains an extensive operational footprint with over 1,300 global office locations across more than 50 countries. Cencora employs over 46,000 professionals whose expertise spans the entire healthcare ecosystem.

The company's primary focus includes the distribution of pharmaceuticals, over-the-counter healthcare products, and home healthcare supplies to hospitals, pharmacies, and healthcare providers. Additionally, Cencora provides specialty pharmaceutical services and consulting solutions for healthcare businesses, as well as clinical trial support and commercialization services, and global logistics and transportation services for biopharmaceutical products

Cencora maintains strong relationships with manufacturers, from emerging biotech companies to large pharmaceutical corporations, while serving a diverse customer base of providers and retailers. Through these comprehensive solutions, Cencora serves as a strategic partner from product development through commercialization and distribution.

POSITION SUMMARY

The Vice President, HR Operational Excellence & Portfolio Management is a strategic and execution-focused leader responsible for elevating the efficiency, consistency, and effectiveness of the HR function. This role will drive operational discipline across HR by standardizing processes, embedding continuous improvement, and managing HR's portfolio of strategic initiatives. The successful candidate will transform HR into an agile, data-driven function that enables business scalability and delivers sustainable value through operational excellence, while playing a critical role in M&A integration and portfolio company harmonization.

46,000⁺
Employees

Operates in
50
Countries

Ranked
10th
On the Fortune 50

\$294B In Revenues

REPORTING RELATIONSHIPS

The Vice President, HR Operational Excellence & Portfolio Management reports to the Senior Vice President, HR Digital and Workforce Solutions. The position manages a team of Operational Excellence; HR Project and Program; and Vendor Management leaders.

PRIMARY RESPONSIBILITIES

HR Operational Excellence

- Lead the design and continuous improvement of scalable, efficient, and user-centered HR processes across the global enterprise.
- Standardize global HR policies, governance frameworks, and service delivery models to ensure consistency and compliance.
- Establish and manage comprehensive performance metrics, real-time dashboards, and service level agreements across all HR domains.
- Build and lead a Center of Excellence focused on Lean, Six Sigma, and operational process optimization within HR.
- Drive process reengineering initiatives to eliminate redundancies, reduce cycle times, and enhance service quality.

- Develop and maintain process documentation, standard operating procedures, and best practice repositories.
- Lead HR process harmonization efforts across acquired entities, ensuring rapid integration while maintaining business continuity.
- Champion a culture of continuous improvement and operational discipline across the HR organization.

HR Portfolio Management

- Create and manage an integrated portfolio of HR transformation, technology, and business-aligned initiatives.
- Partner with HR leaders to prioritize initiatives and allocate resources effectively across competing demands.
- Monitor delivery health, risk, and value realization of all HR projects and programs.
- Establish and maintain project governance frameworks, methodologies, and standards for HR initiatives.
- Lead annual planning cycles for HR strategic initiatives and investment prioritization.
- Implement project tracking and reporting mechanisms to provide visibility on initiative progress and outcomes.
- Provide delivery support to M&A-related HR workstreams including due diligence support, Day 1 readiness, and integration planning.
- Conduct post-implementation reviews and benefit realization tracking to ensure ROI achievement.
- Manage portfolio budget and ensure financial discipline across all initiatives.

Vendor Management

- Own the full lifecycle of HR vendor management, ensuring HR's external partners deliver on expected outcomes, enable HR strategy, and provide sustainable value to the business.



- Ensure vendors meet risk, data privacy, security, and regulatory requirements.
- Identify opportunities to rationalize, consolidate, or renegotiate vendor contracts.
- Establish vendor governance framework including performance scorecards and regular business reviews.
- Drive strategic vendor partnerships that enhance HR capabilities and innovation.
- Lead vendor consolidation efforts post-acquisition to capture procurement synergies and standardize service delivery.
- Manage vendor-related risk assessment and mitigation strategies.

Strategic Leadership

- Partner with CHRO and HR executive leadership to align operational excellence initiatives with enterprise strategic objectives.
- Develop business cases and ROI analyses for proposed transformation initiatives.
- Create regular executive reporting on operational performance and transformation progress.
- Drive change management strategies to ensure adoption of new processes and ways of working.
- Represent HR in enterprise-wide operational excellence and transformation forums.
- Partner with Enterprise productivity teams to assess various strategic and tactical levers to identify cost optimization opportunities across HR.

QUALIFICATIONS

Required Experience


- 12+ years of progressive experience in HR operations, management consulting, or business transformation.
- Deep experience in HR operations and process excellence.



- Proven ability to manage complex program portfolios across HR domains (Shared Services, Total Rewards, Talent Acquisition, Talent Management).
- Experienced with project management frameworks (e.g., Agile, Waterfall, Hybrid approaches).
- Minimum 5 years in senior leadership positions managing enterprise-wide initiatives.
- Demonstrated experience leading HR integration for M&A transactions, preferably including cross-border acquisitions.
- Record of leading successful HR transformation programs in organizations with 15,000+ employees.

Technical Competencies

- Understanding of HR technology landscapes (e.g., Workday, ServiceNow, SAP SuccessFactors) and how to drive enablement through systems.
- Ability to translate operational needs into technology and data solutions.
- Strong analytical and performance orientation – skilled at defining KPIs, building dashboards, and using data to inform priorities and decisions.
- Expert knowledge of process improvement methodologies (Lean Six Sigma certification preferred).

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- Experience with HR system migrations and consolidations in M&A contexts.
 - Proficiency with portfolio management tools and methodologies.
 - Advanced Excel, PowerBI, Tableau, or similar analytics platforms.

Differentiating Skills and Mindsets

- Systems thinking approach to solving complex organizational challenges.
- Change leadership expertise with ability to drive adoption at scale.
- Customer-centric mindset focused on user experience and value delivery.
- Innovation orientation with ability to leverage emerging technologies and methodologies.
- Strong business acumen with ability to connect HR operations to business outcomes.
- Exceptional stakeholder management across diverse, global audiences.
- Comfort with ambiguity and ability to navigate complex matrix organizations.
- Ability to quickly assess and integrate diverse corporate cultures and operating models.
- Courage to challenge status quo and drive meaningful change.

Education

- Bachelor's degree in business administration, human resources, industrial engineering, or related field.
- Master's degree in business administration (MBA), human resources, organizational development, or related field.
- Professional certifications: PMP, Lean Six Sigma Black Belt, Prosci Change Management.

Working Conditions & Travel

- Hybrid work environment with expectation of 3 days per week in office (ideal).
- Up to 25% travel required for global initiatives, stakeholder engagement, and vendor management.
- Ability to work across time zones for global collaboration.

To learn more about this position, please contact:

Denise Christman

Denise.christman@ttasearch.com

John Touey

John.touey@ttasearch.com