



## Profile

### Ulrich Schäfer, Manager Human Resources / Head of Human Resources

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Born in Wiesbaden on 28.05.1967

Married, 1 daughter

<b>Qualification</b>	<ul style="list-style-type: none"> <li>▶ Master of Business Administration (Focus: Human Resources); University of Applied Science Mainz</li> <li>▶ Graduation: GCE, A level; Matriculation standard.</li> </ul>
<b>Professional Competence</b>	<ul style="list-style-type: none"> <li>▶ Over 26 years work experience within HR as HR Manager / Manager HR &amp; Head of HR</li> <li>▶ Experience in different industries: Automotive, Aerospace; Production; Consultancy, IT, Chemistry, Real Estate etc.. Amongst others within international, anglo-saxon and asian matrix-driven companies</li> </ul>
<b>Leadership Competence</b>	<ul style="list-style-type: none"> <li>▶ More than 20 years leadership and management experience. Used to lead department, teams &amp; projects</li> <li>▶ 'Ongoing' training since 1999</li> </ul>
<b>Key Focus / Priorities</b>	<ul style="list-style-type: none"> <li>▶ Acting as HR leader &amp; generalist: Used to handle all kinds of HR issues incl. international aspects</li> <li>▶ Long-lived experience in project management: Implementation of HRIS systems &amp; automatization of various HR processes (recruiting, performance development, payroll etc.)</li> <li>▶ Trainer in communication &amp; meditation incl. certification</li> <li>▶ Strong experience in all aspects of collective &amp; individual labour law and works-council work incl. restructuring</li> <li>▶ Expert in operational &amp; strategic recruiting, automation of processes and the topic HR &amp; IT.</li> </ul>
<b>Most important projects - last 10 years</b>	<ul style="list-style-type: none"> <li>▶ Roll-out of diverse HRIS (Human Resources Information Systems) &amp; Employee Databases (time absent, flextime wage record); (each min. 1 year)</li> <li>▶ Negotiation and realization of important works council agreements with the works council to the topics: 24 hour standby-service, flextime wage record, short-time work etc. (each min. 1 year).</li> <li>▶ Initiating of big staff transfers (TUPE) with the consideration of §613a BGB with the realization of social plans, balance of interests and labour court actions (1 year)</li> <li>▶ Roll-out of the ISO standard within the HR area, incl. implementation of relevant KPI's (Key Performance Indicators); (1 year)</li> <li>▶ HR Development / Talent Management: Implementation of world wide valid 'competencies' within a 'job family' system. This embedded in a PMP system (Performance Management Process) to performance measurement, -regulation &amp; -control of the employees (1 year)</li> <li>▶ Implementing/Build-up of a new german subsidiary, incl. realization of operationally arrangements/regulations, the introduction of a temporary employment agency work permit for mixed services, the new design of labour contracts and the transfer of the relevant group of employees (1 year)</li> <li>▶ Realizing 5-years 'Strategic Workforce Planning' (0,5 year)</li> <li>▶ Analysis and development of an 'modern' HR organisation (0,5 year)</li> <li>▶ Retention Management' approach to reduce turnover (0,5 year)</li> <li>▶ Strengthen 'High Volume Recruitment' (0,5 year)</li> <li>▶ Development of a sustainable cooperation with a newly founded works council (M&amp;A); (0,5 year)</li> <li>▶ RESTRUCTURING incl. negotiation of a social plan &amp; balance of interest with the works-council; voluntary program; separation interviews (0,75 year)</li> <li>▶ Negotiation of works-council agreements at 'joint works-council' level (0,5 year)</li> <li>▶ Short-time work (0,8 years)</li> </ul>
<b>Self-understanding &amp; strengths</b>	<ul style="list-style-type: none"> <li>▶ The main emphasis during my work is to realize modern HR work with an integrated/holistic view to our customers. Therefore I am used to work as 'Business Partner', hand in hand with the management colleagues and members of the board, to help the business achieve present and future goals. Creating added value to the company by realizing optimal / best class standards processes/procedures and individual coaching at all management levels.</li> <li>▶ High intrinsic motivation</li> <li>▶ Good balance between analytical / figure-oriented HR work &amp; people management</li> <li>▶ Permanent willingness to learn</li> <li>▶ High awareness of responsibility</li> <li>▶ High ability of holistic thinking, incl. change of perspectives</li> <li>▶ Professional communicator &amp; mediator</li> <li>▶ Flexibility.</li> </ul>