



Expert in HR-Management

with more than 25 years HR experience

as Interim Manager, Consultant, Manager, Expert and Senior-Business Partner
in different markets.

Topics

HR-Management

Top Management Advisor and Coach

HR Strategy & HR Projects

Change & Transformation-Management

Leadership Development, Training and Coaching

Corporate Culture

Talent Management & People Development

Authorized Consultant in programme "Offensive Mittelstand" and "Culture Audit"

Honorary Consultant Growing Initiative Region Aachen AC²

Assistant Professor at University of Science in Mainz & Moenchengladbach



References (selection)

Interim personnel management international trading company

HR management as interim manager, HR team with 7 employees, ensuring HR services according to HR schedule, in addition to standard tasks and management of employees, the following special tasks were performed: familiarization of the successor, negotiations with the works council about new regulations, further development of HR instruments.

Development of values and culture in a medium-sized company

Further development of the company to increase results in the dimension of Leadership & Culture; consulting, guidance and support in the development and implementation of a mission statement incl. the newly created corporate values; development of measures and procedures for the sustainable development of the new agile corporate culture; development and implementation of interventions such as strategy and team workshops, leadership training, coaching of executives, multiplier training, review workshops

Restructuring of a medium-sized company combined with capacity reduction

Advising management on the implementation of HR policy measures; conducting analyses regarding appropriate measures and costs; bringing about relevant decisions; providing support in matters of co-determination; training managers and the HR function; providing support in the operational implementation of measures; providing support in the reporting and tracking of measures.

Integration of a business unit after M&A

Project management HR and responsible for change management; improving collaboration; leveraging synergies; increasing efficiency in the various functional areas; uniform management/leadership structures while reducing overhead functions and leadership functions in all areas; improved collaboration in mixed departments and specialist groups; reducing overlaps in line functions; increasing efficiency and effectiveness

Change in the macro design of a medium-sized company

Head of HR project and responsible for change management; advising management; bundling of operating segments and associated reduction; elimination of one management level and reduction of executives; restructuring from 6 to 4 business units; improvement of cost structure by reducing overhead functions in the operating units and the central functions, management of the staff reduction program; management of codetermination

Organizational analysis of a trading company

Conducting a comprehensive analysis of all organizational parameters to identify the levers for implementing the growth strategy. The analysis focused on the 6 dimensions of strategy, processes, structure, leadership, employees and culture. This created the basis for far-reaching changes for growth.

Restructuring of an HR department

More efficient HR function through restructuring into the 3 pillars BusinessPartner + Centers of Expertise + Services; improved processes in HR; strategic consulting by business partners; optimized interfaces between HR functions; increased efficiency through bundled resources in service functions; streamlining of operational HR functions; automated processes and self-services; improved interaction with internal customers

ROFFMANN CONSULTING

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Realignment of performance management in a medium-sized company

Advising and supporting the management in the realignment of the bonus scheme; analyzing the previous scheme and designing the new one; creating calculation bases and control instruments for the new scheme; creating communication documents for consultations with the works council; stakeholder management; preparing the implementation in cooperation with the HR service function as well as setting up accompanying change measures; adapting the annual employee dialog on the new scheme

Introduction of the HR Business Partner concept in a medium-sized company

Consulting the HR department / HR management in the implementation of the concept; conception and execution of the training of HR officers; accompanying and stabilizing follow-up measures for implementation and quality assurance

Technical career project management

Management of the project including conception and implementation; increasing the attractiveness of the project area; employee recruitment and retention; appropriate compensation system in 5 levels; competency model as well as qualification and development paths; attracting top project managers; increasing employee satisfaction; improved resource management for managers

Salary benchmark in a medium-sized company

Conducting a cross-country salary benchmark for a defined functional unit within the company; designing the approach; selecting a suitable benchmark provider; managing the necessary activities within the function; evaluating the results and creating recommendations for action; integrating into the upcoming annual salary review; adjusting the salary bands

Trainings

Leadership

Development of People and Teams

Change Management for Executives and Managers

Change Simulation

HR Business Partnering