

## **Project experience**

### **HR Management**

- International due diligence
- International mergers/joint ventures
- Negotiations with unions and works council (Collective Labour Agreements, Social Plans)
- Outsourcing
- Job grading and remuneration
- Appraisal system
- Bonus and salary system (outside of CLA)
- Establishment of career centre
- Dismissal cases (pro forma, lawsuits)
- Streamlining external hiring and contracting preferred suppliers
- E-HRM (e.g. Oracle HRMS, salary system, appraisal system, flexible fringe benefits system)

### **Service Management**

- Improvement of customer service processes
- Improvement of telephone accessibility
- Improvement of cooperation between various departments
- Improvement of service and knowledge level
- Expansion of services (availability, content)

### **Change Management**

- Guiding reorganisations (e.g. consulting the Board of Directors and management)
- Guiding outsourcing and mergers
- Improving teamwork (dividing various roles, describing processes, forging teams)
- Process improvement: (pro active) problem analysis, proposals for improvement, implementation
- Guiding the implementation of new instruments/processes; from the Board of Directors and works council to management and employees; development of workshops