

## Brief Profile

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### Professional experience

- Since 04/12 **Founder of HR advanced, advisor and project manager** for operational, strategic and functional HR subjects emphasizing optimization of HR organizations, improvement of employee retention and motivation as well as personnel development aligned with corporate objectives
- Main focus areas:**
- Recruitment of skilled workers and executives**
  - Organizational development**
  - Personnel systems**
  - Personnel development**
  - Change processes/restructurings/low performance**
- Completed projects: see accompanying pages**
- 04/08 – 03/12 **Personnel Manager** at HOERBIGER Automotive Komfortsysteme GmbH, Schongau
- Overall responsibility of HR activities, also in the international locations
  - Established of a modern, service-oriented Human Resources Department
  - Introduced systematic personnel development
  - Implemented the potential management process for young executives
  - Recruited engineers, executives and key functions
  - Implemented the restructuring process
  - Negotiation partner in reconciliation interests and social compensation plans
- 2005 – 2007 **Personnel Manager** at Swoboda GmbH, Wiggensbach (Allgäu)
- Introduced a personnel planning process
  - Realigned personnel development
  - Optimized the operational suggestion scheme
  - Prepared and introduced the concepts of an assessment and remuneration system
  - Developed and communicated company policies
  - Further developed employment contracts
- 2004 - 2005 **Project Manager** at ORGA 3 Unternehmensberatung GmbH, Gilching
- Executive search of management personnel
  - Co-moderator in communication training sessions
  - Supported organizational development projects
- 1996 - 2004 **Personnel and Social Services Manager** at SIP Industrie-Produkte GmbH, Türkheim
- Introduced an agreement on targets process
  - Created the concept and implemented performance- and result-linked remuneration
  - Change processes: HR support, including conception and implementation of a contractual landscape encompassing negotiations of company agreements after a business transfer according to Section 613 a of the German Civil Code
  - Created processes to integrate new corporate divisions

1986 – 1995      Personnel processing, personnel advisor at **BMW AG** in Regensburg, **Toshiba GmbH** in Regensburg and Personnel manager at **Deutsche Fibrit Ges.** in Neustadt an der Donau

## Education and Continuing Education

Continuing education (selection)	<ul style="list-style-type: none"> <li>• <b>Human Resources Manager</b> (Munich Chamber of Industry &amp; Commerce)</li> <li>• <b>“Educational controlling”</b> (German Personnel Management Association, Munich)</li> <li>• <b>“Manage change process effectively”</b> Malik Management Center, St. Gallen</li> <li>• <b>“Train the trainer”</b> (Competence on TOP)</li> <li>• <b>Medically certified health advisor</b> (GGB)</li> <li>• <b>Kneipp health trainer</b> (Sebastian Kneipp Academy)</li> <li>• <b>NLP practitioner</b> (mindsystems, Munich)</li> <li>• <b>“Manage personnel management projects professionally”</b> (HR CONTRAST GmbH)</li> </ul>
Education	<ul style="list-style-type: none"> <li>• <b>Business management graduate</b> (1988-1992) from the Administration and Business Academy (VWA) of the University of Regensburg (extra occupational)</li> </ul>

## Special skills and linguistic proficiency

- **Experience:** 25 years as Personnel Manager in manufacturing companies with medium-sized structures, automotive and plastics technology, 500 to 1300 employees and affiliated companies
- **Consulting** in strategic, operational and conceptual HR subjects
- **Project management** specialized in HR projects
- **Seminars** about nutritional and health advice, also for children and youths
- **Moderation** and high communication expertise in changes, team building and change processes
- **Organizer and moderator** of the Business Forum Regio – Landsberg a. Lech
- **English** – good oral and written proficiency
- **Industries:** Manufacturing companies of the automotive industry and plastics technology with medium-sized structures
- **Personal views:** I am a passionate personnel manager with solid specialized knowledge and a steady hand. I have appreciative communication skills, “I am believed” and have a value system that allows me to make objective decisions.



## **Completed HR projects & achievements as HR Interim Manager (sample)**

### **HR – Personnel Manager on an interim basis at a medium-sized, family-operated, electrical engineering business in Upper Franconia, from November 2015 – September 2016**

- Responsible for the entire personnel work of the company and its subsidiaries
- Contact person and coach for the owner, managers and department leaders in all HR-relevant subjects
- Worked in close cooperation with the works council
- Created and standardized employment contracts
- Amended and negotiated the following works agreements and regulations:
  - Flexible working times for both salaried and wage-earning employees
  - Vacation planning and vacation policies
  - Settlement regulation and special remuneration
  - Framework agreement for the computer systems
- Further developed and implemented the personnel development process and corresponding process description
- Replaced various skilled and leadership positions in development, sales, marketing and human resources
- Introduced and implemented dispatch procedures of employees to the USA
- Supported the management in the selection of Business Development Managers India

### **Subproject Manager for the introduction of a new unified wage agreement (“Entgeltrahmenabkommens” or “ERA”) and the implementation of a new integration project for the Japanese parent company from 10/2013 – 15.10.2015**

- Collaborated on the creation and introduction of a new job model, assignment criteria and classification-guidelines
- Collaborated on the situation analysis for the current remuneration situation and classification of positions and people (distribution, conformity, special cases, etc.)
- Carried out analysis of the organization and position structure in discussion with management and HR
- Carried out a collective synopsis that included all company agreements and existing guidelines
- Identified risks and the need for adjustment of employment contracts
- Carried out inventory and assessment of the relevant employment contracts und regulations on the employee level that could have an influence on the management level
- Carried out analysis of corresponding software related to project demands
- Created simulation data for the analysis of personnel development
- Formulated and managed content for employee agreements and guidelines to be regulated
- Coordinated with the legal department
- Designed communication and change materials in coordination with the project team and the internal PR department, eg. Intranet and info mails
- Analyzed the current job descriptions
- Evaluated the current forms and the development of new forms
- Drew up generic job descriptions in collective and non-collective agreement areas according to new job models and in coordination with the relevant contact partners
- Developed a manual for management and employees in relation to the application of job descriptions
- Developed decision papers for the management board and project leadership

**Interim Management – Senior HR Manager of a development site from 03/2014 to 06/2014**  
for a French automotive supplier in Bavaria

- Location manager contact for all personnel issues and provided support on the part of the works council
- Contact for all location employees regarding personnel and labor law issued
- Collaborated closely with the works council in the implementation of safety law requirements and accident prevention measures according to legal regulations

**Interim Recruiting Manager from 06/2014 to 07/2014**

Recruited and filled the positions of Senior Sales & Acquisition and of Sales Manager for a French automotive supplier in various Bavarian locations

- Defined and coordinated the individual job requirement profile
- Selected suitable recruiting channels – homepage, job boards and external personnel consultants
- Selected and analyzed the incoming application documentation,
- Recommended candidates for interviews to the Sales Director
- Cleared up resumes and submitted documentation telephonically
- Drew up interview guideline
- Carried out interviews with departmental executive
- Coordinated and gave professional recommendation about the contractual offer and hiring

**HR realignment and organizational development of two plastics technology companies under one holding (1,700 employees) in the automotive area from 04/2012 to 10/2012 with the following focus areas:**

- HR organizational development: Analyzed and reorganized an HR organization in 4 locations with the alignment of a shared service center and HR business partner structure
- Created a salary benchmark covering 4 locations that considered the respective collective salary agreements and special insolvency agreements
- Professionalized the agreement on targets process: Developed the process further, documented and negotiated with the works council and implemented it
- Performance management: Drew up the concept and implemented various kinds of staff appraisals
- Recruited and retained employees: Reorganized the HR Internet presence, revised the onboarding process, introduced new recruitment channels
- Developed further an educational need analysis, a demand-oriented continuing education plan and success monitoring for certification according to ISO TS 16949

**Coaching and one-to-one trainings**

- Leader of Business Development and Innovation (separation process and new orientation)
- Technical Managing Director (new orientation)
- EVP Operations and Components (separation process and new orientation)



## Range of services of HR advanced

### **Organizational development**

- Realignment of HR organization, e.g. set-up of a shared service center organization with competence center structure; HR departments organize according to the needs of internal customers: "Structure Follows Strategy"
- Creation of a HR service offer based on customer orientation, transparency and sustainability

### **Personnel systems**

- Understandable systems for agreeing on objectives
- Transparent assessment systems appropriate to the corporate culture
- Support in the creation of job and requirement profiles
- Understandable performance- and result-oriented bonus systems

### **Personnel development**

- Tools for selecting and judging skills and potentials for succession planning
- Educational controlling, measures to verify the effectiveness and sustainability of continuing education measures for the purpose of the ISO TS 16949
- Procedural and content-related design for systematic and structured employee appraisals
- Creation of continuing, need-oriented education planning aligned with the company's future objectives, selection of seminars and training sessions, creation of customized qualification matrices  
Workshop and team building moderator

### **Employee retention and motivation**

- Introduction of new personnel marketing and recruitment strategies
- Expansion of employer branding
- Executive search of managerial staff and key functions
- Concept and implementation of onboarding processes
- Seminars and workshops for optimizing the work-life balance, stress prophylaxis
- "Kneipp health trainer" (Sebastian Kneipp Academy) and "medically certified health advisor" (GGB)

### **Change processes/restructurings/low performance**

- Specialized support for the change process, contractual design and communication that takes labor law and labor-management law aspects into account
- Workshop concept for Webasto-AG trainees in Stockdorf: "Young – fit and healthy?"

### **Interim management**

- Filling of vacancies in HR management, personnel management, recruiting management, personnel development management, Senior HR Manager

Helga Jungnickl