

EXAMPLE – PROFILES, OBJECTIVES, SKILLS & ATTRIBUTES

Human Resources

EXAMPLE 1

PROFILE

A highly skilled Human Resources Manager whose career spans manufacturing, print media and retail. In addition to my generalist HR management capabilities, I have a wealth of knowledge and hands-on experience in strategic planning, performance management, OH&S and the development of business initiatives, which drive continuous change.

I have a practical approach to problem solving and drive to see things through to completion. I enjoy managing and motivating my team but capable of working on my own initiative.

CAREER OBJECTIVE

I am seeking a challenging HR / People & Culture role that will utilise my generalist experience and extensive knowledge of employee performance and development, IR, compensation, benefits and Occupational Health & Safety (OH&S).

SKILLS & ATTRIBUTES

- Developing HR strategies aligned to the organisation's goals, monitor objectives and realign where required
- Manage, motivate and lead a small HR team, identifying and addressing development needs through coaching, training and KPI's
- Implement and manage the recruitment and selection procedures to ensure organisation effectiveness, compliance, equity and retention
- Develop strategies regarding culture, monitor employee engagement and retention levels to ensure they align with the organisation's values and goals
- Managing employee review programs to make sure their performance is evaluated and aligns with the organisation's objectives.
- Coaching and advising both senior and middle management in HR and employee relations
- Substantial experience developing and implementing HRM systems, including payroll, OH&S and LMS
- Representing the organisation at HR- related hearings and events. Advise managers on organisational policy matters, manage complex complaints and investigations where required
- Liaise with vendors providing employee services - EAP, Career Transition & Outplacement and HR systems
- Preparing remuneration reviews according to HR policy and budget in line with remuneration and benefits in the marketplace
- Contributing to IR and EBA negotiations in line with business strategies to foster employee relations
- Identifying HR legal requirements and government reporting regulations and ensure policies, procedures and reporting compliance
- Preparing and monitoring HR forecasts and budget
- Planning training and development activities to meet business requirements
- Thorough knowledge of Occupational Health and Safety Acts, codes of practice and relevant regulations
- Developing workplace health and safety strategies and policies that create a culture around health and safety accountability and continuous improvement

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EXAMPLE 2

PROFILE / CAREER OBJECTIVE

A highly skilled **Human Resources Executive**, whose career spans Media & Publishing (including digital media); Mining & Resources and Utilities. Supplementing excellent generalist HR management capabilities, my professional experience has afforded me a wealth of knowledge and proven expertise in implementing HR strategies aligned to organisational restructuring, change management and HRIS deployment / integration.

A collaborative leadership style, teamwork and technical competence in HRM has enabled me to contribute to all my employers by helping shape, retain, develop and reward an optimum workforce.

I am seeking a **Senior Human Resources Management role** on either a **permanent or contract** basis with an organisation whose culture reflects my belief that the calibre of HR practices has a direct impact on the quality of organisational outcomes and consistency in business success.

SKILLS & ATTRIBUTES

- Rich, multi-sector experience as a senior operational HR team leader and manager
- Strong technical expertise in complex job analysis, evaluation, measurement and design, matched with equal capacity in remuneration and benefits management
- Practical, in-depth knowledge of the capabilities of various HR information systems, including their analysis, integration and operation to yield maximum benefits to the organisation
- A pro-active advocate for workplace OH&S as a key component within the HR function
- HR project implementation and change management, including downsizing programs and site closures, ensuring appropriate staff support mechanisms are deployed
- A capable and pragmatic advisor on Industrial Relations and disputed matters
- Early career experience in areas which support senior corporate HR responsibilities, including superannuation administration, data analysis and research for corporate reporting, and internal & external communications
- Extensive involvement and collaboration with staff at all levels and across all functions, in relation to the implementation of organisational change and renewal strategies
- A self-motivated and highly ethical individual who unfailingly strives to give his best and adopts consistent principles of respect and fairness in evaluating any given situation

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EXAMPLE 3

SKILLS & ATTRIBUTES

- Management of the HR function with accountability for all facets of HR, and leading teams in the delivery of HR service delivery across multiple geographic locations
- Engaged leader, focussed on enabling, developing and motivating direct reports for success in their roles
- Business partnering capability focussed on delivering strategic and operational HR solutions and projects to identified business priorities and issues
- Highly developed strategic including strategic thinking, planning and development and alignment of business plans to corporate strategy
- Development of people strategies aligned to the organisational strategies and values
- Facilitating strategy development and planning processes, building organisational capabilities in strategic thinking and evaluating the outcomes
- Building executive and management capability in HR areas through partnering with, coaching and mentoring key stakeholders
- Partnering with organisational leaders and leadership teams, to deliver HR solutions across diverse workforces
- Highly developed stakeholder engagement, management and influencing skills in complex organisational environments
- Leading the implementation of change programs with local through to organisation-wide impact
- The provision of specialist and advice on a range of complex employee and industrial relations matters
- Developing and implementing HR frameworks, policies and processes and evaluating the outcomes to ensure organisational objectives are achieved
- Overseeing the review and analysis of business processes in order to drive organisational effectiveness

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EXAMPLE 4

SKILLS & CAPABILITIES

Leadership and Management

- Highly capable senior executive with outstanding strategic, managerial and operational experience developed in 'blue-chip' corporate environments over a 30 year career
- A strong leader who is motivated by the pursuit of excellence and thrives on the challenge of achieving organisational objectives and 'making things happen'
- Excellent working experience – both strategic and operational - of diverse economic sectors, particularly Industrials, Manufacturing and the expanding Service industries within Australia, New Zealand, South East Asia, United States and U.K
- In depth experience over 10 years with all aspects of the print and digital advertising industry and intimately involved in its transformation. Particular experience with the setup of digital advertising in China over a 4 year period
- In-depth familiarity with the international Airline industry, with its global reach, diversity of occupations, employees, work-sites, customers and government/corporate stakeholders
- Outstanding business acumen, negotiating ability and commercial judgement, which facilitates the alignment of workforce strategies with broader corporate goals
- Significant financial management experience incorporating budget management and reporting on a global basis, with multiple currencies
- A highly effective member of an executive management team

Human Resources Management

- Demonstrated capabilities in overseeing all aspects of Human Resources Management and Organisational Development within large, diverse and competitive commercial settings
- Highly successful record of achievement in the resolution and management of complex Industrial Relations issues, achieving fairness, balance and improved employee commitment to and confidence in their organisation
- Proven capacity to operate effectively as a 'Change Agent' in times of transition, ensuring positive and equitable outcomes for all parties
- Well-developed specialist ability to design and implement appropriate yet innovative corporate HRM strategies to include key issues such as:
 - Organisational Structure and Job Evaluation
 - Remuneration and Rewards
 - Induction, Training and Development
 - Equal Employment Opportunity
 - Occupational Health and Safety
 - Risk Management, including WorkCover
 - Comprehensive HRI systems, online internet training and eHR solutions
 - Merger and acquisitions

Interpersonal and Communication

- An excellent and forthright communicator, whose style fosters clarity of stakeholder expectations, organisational goals and strategic direction
- Demonstrated capability to relate well with people at all levels and across a range of cultural backgrounds, engendering their trust and confidence
- Strong conceptual and analytical thinking capacity
- Able to take responsibility at the highest levels, yet also delegate efficiently and effectively
- Hardworking, loyal, productive and ethical

Human Resources

EXAMPLE 5

PROFILE

A qualified and highly experienced human resources practitioner with extensive change management, leadership and team building capabilities gained across a range of health and community service organisations. A passionate communicator who can successfully and enthusiastically combine: objectivity, strategy, analysis at all levels with due consideration of the human element, and the ability to provide 'fearless advice' as required.

SKILLS & ATTRIBUTES

HRM

- Develops, directs and implements HR strategies aligned to business needs and drives results
- Extensive HR Manager experience and functional expertise in Talent & Succession Planning, Performance Management, Leadership Development, Recruitment & Retention, Reward & Recognition, Diversity and Inclusion, Industrial and Employee Relations
- Effective management of complex employee relations, EBA negotiations and delivery of cultural change strategies, including with union involvement
- Highly experienced in creating an atmosphere of positive employee relations through understanding and appreciating the strengths of differing workforces
- Strong knowledge of Australian legal regulations and following the intent of employment law

Relationship Management

- Enabling the establishment of key internal and external business relationships, collaborating and influencing at all levels in the organisation by utilising superior communication abilities
- Ensuring that best practice HR delivery is achieved from a business perspective, whilst also achieving favourable staff morale and retention outcomes
- Strong team engagement and relationship building with focus on coaching and mentoring

Leadership

- Proven team leadership focused on accountability, management, development and motivation of people
- Ability to make decisions and negotiate effectively
- Passion for modelling and coaching on leadership behaviours and supporting a safety culture agenda

Executive Contribution

- As a member of senior executive teams, works directly with CEO's, peers and Boards providing strategic and operational HR advice, particularly in the area of change management
- Commercially astute with perspective and reflective ability to connect with and influence business leaders. An aptitude for data & analysis supports contributions to the business and strategy development.

Change Management & Continuous Improvement

- Leadership and management of change initiatives/restructuring, and optimisation programs: business reorganisations and mergers in varying industrial relations contexts
- Challenging ingrained organisational assumptions with a focus on strategic change and addressing specific areas that raise standards and have long term impact
- Demonstrated ability to inspire, motivate and lead teams through times of significant change

Organisational Development

- Talent strategy development including workforce planning, succession planning, 'high potential' identification and team rotations

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EXAMPLE 6

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SKILLS & ATTRIBUTES

Human Resources Management

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Relationship Management

- Enables the establishment of key internal and external business relationships, collaborates and influences at all levels in the organisation by utilising superior communication abilities
- Ensures that best practice HR delivery is achieved from a business perspective, whilst also achieving favourable staff morale and retention outcomes
- Strong engagement and relationship building with a team consolidation focus and strength in coaching and mentoring leaders and HR team members

Leadership & Executive Contribution

- Proven team leader - focuses on accountability, management, development and motivation of people
- Ability to make decisions and negotiate effectively
- Passion for modelling and coaching leadership behaviours and supporting a safety culture agenda
- As a senior executive teams, works directly with CEOs, peers and Boards providing strategic and operational HR advice, particularly in the area of organisational change management
- Commercially astute with perspective and reflective ability to connect with and influence business leaders. An aptitude for data and analysis supports contributions to the business and strategy development.

Change Management & Continuous Improvement

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- Demonstrated ability to inspire, motivate and lead teams through times of significant change

Organisational Development

- Talent strategy development including workforce planning, succession planning, 'high potential' identification and team rotations
- Support for individuals, teams and organisationally during periods of minor to major change ensuring focus is maintained and opportunities explored