

A versatile organisational effectiveness and development professional, CIPD qualified, with senior level international experience in both commercial and not-for-profit organisations. Full spectrum of organisational development and human resources practice in both strategic and operational leadership together with a natural coaching and facilitating style leading diverse teams and groups to work towards common goals.

KEY SKILLS:

- **strategy and planning:** developing and delivering clear “people” strategies including reward, performance management and organisational planning processes.
- **cultural change:** leading cultural change collaboratively and with sensitivity ensuring that relevant stakeholders are represented.
- **managing restructures:** leading and managing complex organisational restructures due to change in direction or strategy ensuring good communication and engagement with managers and staff
- **project management:** leading and facilitating diverse cross organisational working groups to deliver key strategic goals within agreed timeframes and budgets.
- **persuasive influencing and communication:** credibility at board and senior team level building strong relationships and communicating complex issues and decisions
- **coaching and team development:** leading and developing teams with a natural coaching style, designing team development days as well as specific coaching programmes for individuals.

CAREER SUMMARY

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|---------------------------------------|--------------------------|--------------------|
| Managing Consultant | Hafton Consultancy | April 2010 to date |
| Organisational Effectiveness Director | ActionAid UK | 2006 to 2010 |
| Senior HR Manager | Business Link for London | 2001 to 2005 |
| Director of HR and Administration | ACORD | 1997 – 2001 |
| UK HR Manager | Tearfund | 1993 – 1997 |
| HR Manager & HR Officer | Mazars (Neville Russell) | 1987 – 1993 |

Managing Consultant, Hafton Consultancy

Apr 2010 to date

Have led a number of strategic change management projects linked to international pay & reward, retention, high performing senior teams as well as strategic organisational reviews: Clients include: **ActionAid International, BOND, British Red Cross, CAFOD, Concern Worldwide, CORD, Crisis Action, Disasters Emergency Committee, East to West (youth charity), HAP International, InterHealth, Islamic Relief Worldwide, Médecins sans Frontières, Mission without Borders, Norwegian Refugee Council, PACT Sudan, Save the Children, SolarAid and United Bank Ltd**

Organisational Effectiveness Director, ActionAid UK

Feb 2006 to Mar 2010

Engaged to build a newly formed department comprising four previously separate teams; human resources/organisational development; impact assessment; information technology and facilities management teams. Remit to develop a clear plan based on the ActionAid UK’s strategy and organisational needs

Key Achievements:

- Undertook a strategic review of the human resources/organisational development and facilities management which led to a new structure and introduction of a business partner model
- Led introduction of corporate learning and development plan and systematic evaluation of training
- Led the “recession planning” including department restructures and internal communications
- Introduced a simplified performance review system together with automated 360 degree feedback and a competency framework which enabled more flexible talent management
- Led Centres of Excellence for HR and IT across ActionAid providing advice, guidance and training
- Developed an environmental strategy and plan to support external messages on climate change which resulted in reduction in energy use across the organisation.

Senior HR Manager, Business Link for London

Sep 2001 to Dec 2005

Joined Business Link for London, which was a recent merger of nine organisations into one company and led the harmonisation process as part of the HR team

Key Achievements:

- Led project to harmonise salaries of 200 Business Advisers including assessment process where 85% signed up to new terms and conditions post merger.
- Designed and implemented Managing for Excellence programme and Influenced and coached managers in good HR Practice
- Implemented the Investors in People standard
- Developed and implementing a competency model for all roles in the organisation which supported managers in identifying a clear talent pipeline
- Developed specific learning and secondment policies to support talent management.

Director of HR and Administration, ACORD

Apr 1997 to Sep 2001

Led the HR function as part of the Senior Management Team operating in 17 African countries.

Responsible for providing guidance and advice to all levels including the Board of Directors, setting standards in people management and developing good policy and practice across the organisation. I also managed the facilities and information technology functions.

Key Achievements:

- Implemented the first stage of the People in Aid Code (similar to Investors in People)
- Designed training in key people management skills for managers
- Introduced 360 degree feedback for Senior Management Team
- Implemented a role evaluation system and introduced a new salary structure

UK HR Manager, Tearfund

Nov 1993 to Mar 1997

Responsible for 200 UK based staff covering all aspects of human resources such as developing good policy and practice, advising on employment law, overseeing health and safety and recruitment.

Key Achievements:

- Introduced a new comprehensive staff handbook and developed a number of key HR policies
- Introduced a revised performance appraisal system including elements of upward feedback and personal development plans
- Developed and introduced a new salary structure, and handling staff relations through the Staff Association group.

Mazars (Neville Russell)

Apr 1987 to Nov 1993

HR Manager

Jun 1990 to Nov 1993

HR Officer

Apr 1987 to Jun 1990

Initially employed as an HR Officer and then promoted to HR Manager in June 1990 and responsible to the HR Director for all HR issues relating to the London Office (approximately 350 staff).

Key Achievements:

- Revised the performance appraisal system and introduced new guidelines
- Managed a major redundancy programme involving a reduction on 40 client-facing roles
- Improved recruitment process by drafting guidance for managers on job descriptions and recruitment & selection design

EDUCATION & PROFESSIONAL QUALIFICATIONS

- ❖ Fellow of the Chartered Institute of Personnel and Development (FCIPD)
- ❖ Associate Member of the Association for Coaching (AMAC)
- ❖ Levels A and B of the British Psychological Society qualified in MBTI, Belbin, OPQ and other SHL psychometric tools
- ❖ MA in Managing Human Resources, Kingston University -1997
- ❖ Graduate Diploma in Personnel Management (CIPD qualification) -1986

OTHER INFORMATION

- ❖ Trustee of Medair UK
- ❖ Have run a number of team-building workshops using MBTI and Belbin for different organisations
- ❖ Enjoy running, cycling, crossfit, scuba diving and am a member of a book club
- ❖ Fluent French (written and spoken)