

List of HR activities (non-exhaustive)

The list covers HR activities throughout my career. I have tried to put in some sort of organised helter-skelter order; some activities not undertaken for some years, many presently, with a span from 2001-2019 – so bear over with me;

Organisational capability

- Capability assessment
- Competency Framework
- Job design
- Role Profiles
- Job Descriptions
- Resource Planning, Manpower Planning (long term)
- Employee Value Proposition
- Designing HR strategy (RN Nordic in particular)
- Participating in Global HR strategy process (input)
- Deploying Corporate HR strategies (adapting locally)
- HR Ops plans

Organisational development

- Transformation
- Change management
- Culture change processes
- Incorporating acquired companies
- HR transition programme
- Development of processes cross management tiers and geographical borders
- Measuring HR activities effects
- Return of Investment assessments
- Restructuring of area and functions
- Building HR functions

Employer Branding

To some of us Employer Branding covers the entire life cycle – from attraction to recruitment to onboarding to development/retention to exit and to alumni

Attraction

- Refer-a-friend scheme
- Traditional attraction (print media)
- Talent Scouting
- Trainee Programmes
- Campus fairs
- Job fairs
- Agencies
- Websites
- Search

Recruitment

- Design Interview processes
 - Position design
 - Job profiles
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- Working docs for hiring process (ads, competency question list, check lists etc.)
- HRIS handling
- Briefing participating managers or co-recruiters
- Psychometric tools
- Slight experience with "gamification"
- Selection
- Contracts
- Junior staff
- Managers
- Senior managers (country manager/directors level etc.)

Onboarding

- Programme design
- Induction programme
- Leadership Induction
- Follow up, evaluation

Development/retention

- Performance Management
 - Objective setting (training and coaching of managers)
 - Diving process, reporting, follow up (coaching of managers)
 - Personal development and training plans
 - Leadership Scorecards (out of the Employee Survey)

These are perhaps the more traditional way we did things in the past. An increasingly number of companies turn their strategies and operational plans into a rolling pattern. In two roles I have taken the cyclic thinking and turned it into rolling and continuous planning, developing a tool for managers to continuously manage and develop their staff.

- Succession Planning
 - Driving process
 - Deploy process into other development processes
 - Structure high performers, high flyers etc
 - Talent Management
- Leadership Development Programme
 - Programme design and execution
- Employee Opinion Surveys
 - Driving global survey locally
 - Follow programmes
 - Development and action plans etc
- Feedback Exercises (many types)
- Talent Management
- Training (trainees and only non-technical training)

Employee relations

- HR processes
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- Grievances
- Disciplinary actions, corrective actions
- Conflict solving (mitigation, coaching, arbitration)
- International transfers globally (transfers, reviews, repatriations etc)
- Employee relations (more generic)
- Liabilities insurances as appropriate
- Sparring in development of Group or regional processes
- Transforming new higher tier processes into area processes
- Development of new local processes where there are no higher tier processes
- Best practises
- Employee manuals

Comp & Ben

- Mercer “certified” to define IPE classes
- Good knowledge of the Hay system
- Driving comprehensive salary benchmark projects
- Develop salary scales for individual countries
- Drive salary review processes
- Managing the feedback process to employees
- Handling of grievances
- Group Bonus (all employees ex. Management)
- Management Bonus Schemes
- Special one-off bonuses
- International Mobility – preparing and sending in or out (paperwork, tax etc)

Downsizing

- One-off redundancies
- Larger scale redundancies (5+)
- Regular terminations
- Disciplinary actions (warnings, terminations)
- Dismissals
- Discharges
- Normal attrition (closing employment and transfer to Pensions)
- Knowledge Transfer (a new discipline in LR)
- Exit Interview. Including follow up towards the organisation

Miscellaneous

- Making services and processes digital
 - Pay roll management, though never ran pay roll myself
 - Employee database (accountable but handled by support in Finland)
 - Pensions og adjustment (in connections with abroad assignees)
 - Unions (negotiations and maintaining good relations)
 - GDPR
 - Legal (good knowledge on Norwegian, Swedish, Danish, Russian, Polish and German labour law)
 - Pension assessment project in Norway
 - Budgeting (both financial and headcount)
 - Business cases
 - Business Continuity Planning (RACI charts based)
 - MBTI/HBDI for own team
 - Advising/support/”coach” on all levels
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- Management Team participation
- Management Team development support

Participation in global/regional development projects

- HRIS tools development and roll out
- Recruitment software development and roll out
- Focus groups
- Global Competency Framework project
- Review of HR function; policies, resourcing, structure (geographical or business driven)
- Work shops (or “think tanks”) on various topics
- Group and Regional HR conferences
- Email Management project (Junglemap)
- Fathering the LR Nordic Employee & Manager Policy

HJC's personal development

- Management training courses in the UK

Outside HR

- Finance
- Administration
- Quality Assurance
- Legal
- IT

Who I am

Key qualifications

- Strong business HR perspective and business acumen
 - Broad experience from all aspects of operational HR
 - Strong on organisational capability (competency) development
 - Strong on leadership development
 - Strong understanding of organisations and "organisational political eyesight"
 - Change/transformation management, integration and culture change
 - Ability to implement and deliver
 - Manager by influence
 - Holistic, coherent, consistent and long term perspective
 - a diverse and dual person
 - holistic view, helicopter perspective
 - coherent, consistent but pragmatic
 - long term perspective
 - broad understanding on organisation, values and culture
 - handles comprehensive issues
 - Organiser – both a “doer” and a “thinker”
 - stable and loyal but impatient
 - group oriented but an individualist
 - determined but not stubborn
 - extrovert but also a bit shy in some situations
 - inventive but not a volcano
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- assertive but a listener
- analytical but "hands on"
- structured but not detail oriented
- calm but impatient
- lots of humor but formal when I have to
- diplomatic but may be direct
- empathetic but there are limits
- allergic to hot air talk but polite
- may feel pressure but never stressed
- able to make decision
- broad knowledge in information technology – loves gadgets

Management style

Continuously clarifying expectations ("forventningsavklaring") towards stakeholders and direct reports. Clarity, trust, predictability, clear objectives gives the individual the necessary leeway to perform, challenge and apply new ways of thinking – creating a propensity for change. I apply humour as my tool in all aspects of life.

MBTI

E: extro (vs intro)

N: intuition (vs sensing)

F: feeling (vs. thinking)

P: perceiving (vs. judging)
