



JANTO OELLRICH

HR Interim Manager, HRO People & Culture
bridging vacancies, project management,
(failure to fill a position has high follow-up costs)

Who am I ?

- Management experience in multiple international contexts: USA, Europe, Japan, Germany
- Mature personality, strong negotiator
- Strong leadership, yet hands on where necessary
- Clear communication, solutions & results focused

What did I manage? hard facts collection

- Management of a carve-out project (§ 613a transfer of undertaking) of a sold entity, including change management, reorganization, and partial setup of new processes.
- Cooperating and negotiating with works councils on controversial positions and interests.
- Transferring all systems (contracts, salaries, benefits, insurances), including negotiating necessary compromises.
- Reporting to and closely collaborating with the CEOs of three organizations (Germany, USA, India/Africa).
- Reinstalling & Optimizing HR procedures after significant chaos left by predecessors.
- Leading a project to structure the work of 200 agency workers.
- Deescalating severe conflicts with agencies.
- Setting up control and analysis mechanisms for performance, turnover, and attendance.
- Enforcing T&A (time and attendance) discipline measures, including layoffs as countermeasures.
- Successfully hiring executives, including a managing director and a senior director.
- Appointing a data protection officer for Germany and Europe.
- Leading the project to successfully in-house the payroll process.
- Managing and controlling labor costs and establishing an HR/finance controlling function.
- Developing and implementing competency models for director and manager levels.
- Overseeing the management of expatriates (120 expats), including reviewing and executing processes.
- Employee retention initiatives: conducting exit interviews, analyzing turnover statistics, evaluating and implementing countermeasures.
- Conducting manager training on retention and initiating employer branding efforts.
- Developing and Introduction of a home office policy for Europe (much before COVID 19) as a change project against resistance, objective: employee mktg
- Leading audits: VDA IATF 16949 (ISO9001), Sarbanes Oxley (SOX), social security, tax audits

HR stations with projects & contents
more details see following 3 pages

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in a nutshell:

- HR interim, HRO
- Head of HR
- Team-Leadership-Coach
- former hightech manager
- industries:
 - semiconductor,
 - automobile
 - engineering
 - online food supply
- Englisch & German
- internationally experienced

COMPETENCIES:

- Head of HR
- HR Business Partner
- strong stakeholder focus & com.
- carve out project with changes
- HR analysis,controlling &reporting
- SOP installment
- Leadership-Coaching
- Mgmt. Competency models
- strong communiator
- strong negotiator
- Audits (9001,IATF16949, SOX etc.)

REFERENCES:

- first class references

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core working attitudes

participative yet consequent leadership based on trust & responsibility & values
driver & collaborator, results oriented
communicating clearly to the point

work experience & activities: (a valuable complementary mix)

- interim HR manager
- head of HR including all HR functions
- leadership and team coaching preferably in change situations
- long term international management in Silicon Valley & Japanese high tech companies
- affinity to & understanding of the high tech industry due to engineering background
- actively managed and participated in many significant change situations from internally and externally

HR – projects:

Today (since 2001): Owner and general manager at Solutions & more coaching and consulting

Activities & Achievements:

Leadership coaching, team- development at selected industrial customers
Consulting: organizational development & change management
(further details: see below)

04/2023 – 09/2023: HR interim manager at KNUSPR.de (a Rohlik company)

Company benchmark: revenue: 125 Mio € / 650 people / indirectly managed 12 people

Industry: online grocery chain (2nd wave start-up after strong downturn)

Activities & Achievements:

- Optimizing HR procedures after big chaos left by predecessors who were not available anymore
- Setting up SOPs from order forecasting to hiring agency capacity measuring T&A to invoicing and invoice controlling. These were significant changes for internal and external stakeholders, negotiations were initially quite emotional, but I eventually succeeded. These are still in place.
- Leading project for structuring the work of 200 agency workers for flexible availability and long term commitment at feasible pricing. Reporting to CHRO and COO.
- Deescalating of severe conflicts with agencies, which were arising frequently
- Setting up contracts with mutually fair conditions.
- Setting up control& analysis mechanisms for performance, fluctuation and attendance.
- Consequent enforcement of T&A discipline counter measures inclusive layoffs.
- Installing an agency master vendor, defining an SLA and bringing this on the way successfully to support structuring and managing the agency business.
- Bridging expectations between FC (fulfillment center) management requirements and worker agencies to cover capacity needs and preventing from too high-cost developments.
- Analyzing reasons for high turnover, demotivation and poor performance & installing multiple counter measures
- Initiating the engagement survey "Your Voice" and monitoring the corrective actions.
- Do critical risk assessments for the existing agencies, defining alternatives for flexibility

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- Introducing different bonus systems for the working level in the fulfillment centers, which lead to a significant increase of individual and overall performance

**08/2022 – 11/2022: HR interim manager at Kantar GmbH (Kantar Public Division)
& Infratest Dimap GmbH (two mandates in one)**

Company benchmark: revenue: 25 Mio € / 460 people / indirectly managed 8 people

Industry: political & opinion research

Activities & Achievements:

- Management of carve out project (Betriebsübergang § 613a), change management and new set up, re-organization
- Leading the carve out part for Germany, USA and India
- Reporting to and working closely with the CEOs of three organizations (Germany, USA, India/Africa)
- Working with the headquarter in London, reporting to the global CHRO, CPO
- Working cooperatively together yet strongly negotiating with works councils in the two companies
- Working closely with the CFO for personnel planning
- Giving HR guidance & support to the management (operationally & strategically)
- Transferring all systems over (contracts, salaries, benefits, insurances, etc.)
- Successful hiring of executives, managing director and senior director setting up and successfully negotiating contracts
- Installing data protection officer
- Managing and defining optimizations in the recruitment processes
- Coordinating and negotiating the separation process of a managing director with the owners, the CEO, the lawyers and the MD (Geschäftsführer) Infratest Dimap

11/2019 – 12/2020: Interim Senior HR-Manager at DENSO Automotive Deutschland GmbH and Europe

Company benchmark: revenue: 2,2 Mrd € / 700 people / indirectly managed 12 people

Industry: Automotive technology supplier (car electronics, electrification, autonomous driving)

Activities & Achievements:

- Induction of the successor Head of HR
- Leading the project of successfully in-housing of the payroll
- Leading the complex project of termination of the contract with the old not performing payroll provider inclusive high level lawyers' involvement, successfully finished
- further digitalization & optimization of HR processes
- consulting in HR planning and reporting to head of HR
- consulting the building of a new manager competency matrix

08/2016 – 10/2019: Head of HR at DENSO Automotive Deutschland GmbH

Company benchmark: revenue: 2,2 Mrd € / 700 people / directly managed 15 people

Industry: Automotive technology supplier (car electronics, electrification, autonomous driving)

Activities & Achievements:

- Leading a team of 15 with all HR functions in the European & Japanese context
- Reporting to the CEO, board of directors and CHRO
- Managing the KPIs in HR & delivering strategic HR management support
- Managing and controlling labor cost & installing a HR/finance controlling function
- developing competence models for director & manager levels

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- Setting up management development and training
- Leading the recruiting process inclusive digitalization of the job portal
ca 3000 applicants, 300 interviews, 90 hirings per annum
- Expat – inbound/outbound (100 Expats), review procedures and execution
- Payroll (inclusive taxation of mobility and expats net gross extrapolation tax)
- Leading Employee retention: (exit interviews, fluctuation statistics, evaluation, counter measures, manager trainings, starting employer branding)
- Developing and Introduction of a home office policy for Europe (much before COVID 19)
as a change project against a lot of resistance from mgmt. objective: employee marketing
- Leading audits: VDA IATF 16949 (ISO9001), Sarbanes Oxley (SOX), social security, tax audits

10/2001 – today: Founder and GM Solutions & more coaching, consulting

Activities: Team & leadership coaching and strongly support change management

Customers (selected):

- Austria Technology & Systems (AT&S)
- Bridgestone Germany
- DENSO Automotive Deutschland
- Deutsche Telekom AG Germany
- MAN truck & bus AG Germany
- Force India, Hindustan Motors
- Nokia GmbH Germany
- Price Waterhouse Coopers (PWC) Deutschland
- RWE AG Germany
- SAP Deutschland Germany
- Siemens AG Germany

Other significant management stations:

- Sales manager OEM accounts at Hitachi Europe, Germany (semiconductor chips)
- Sales manager OEM accounts at AMD Germany (semiconductor chips)
- Director Operations European Silicon Structures Deutschland GmbH (reducing headcount)

Foreign work experience:

USA (Silicon Valley, Texas, New York), Japan, Switzerland, France and India

working languages:

German (native), English fluently, French, Italian basic