

PAULINE GARNETT

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"Pauline Garnett is a dynamic, strategic, hands on HR Director whom I have worked closely with over the last 17 years. I have seen Pauline successfully execute complex strategic reorganisations handling tough industrial relations issues along the way. Pauline is also a visionary HR Director who keeps close to the employee pulse within her organisation and has successfully implemented initiatives to develop future managers and talent within her organisation. With her strong commercial acumen, she is truly exceptional and outstanding, in my professional view – the best in class"

Paul Cotton, Senior Partner and Head of Employment Law Department, EvershedsSutherland

EMPLOYMENT HISTORY

Good Counsel Ltd

Director & Consultant

March 2012 - current

Assignments

Since April 2012 I have worked as an independent consultant, operating as a limited company. Clients include KFC, Barrett Steel Limited, Greencore Foods, AJ Bell Financial Services, Beal Developments, DMC Mining (Sirius Minerals). Projects have included Strategic planning for major transformation, Project start-up from contract award stage, Succession Planning and Talent Mapping, Developing and Managing Leadership Programmes, Business Excellence (Lean), Building Bench, Management Development through Training and coaching, Leadership Development, Graduate Recruitment and Development, Assessment Centres, TUPE transfers, MBOs, Turn-rounds, Equity Investment and People Strategy, Organizational Change & Transformation, Policy and Procedures, Complex Investigations.

ASD metal services (Klöckner and Co SE)

Group HR Director

Nov 2003 – 2012 March

Responsibilities

Member of senior management team in UK and global HR team with Klöckner Group. Responsible for all strategic HR decisions and operational implementation – Talent Management, Organizational Development, Succession Planning (UK & global), Policies & Procedures, acquisitions (TUPE and share buy), disposals and close-outs, employee relations including trade unions. 32 operational units, 1200 UK employees, 11,000 employees worldwide.

Achievements

- Organisational development including management of complex restructuring programmes, acquisitions, start-ups and divestments and the re-engineering of other parts of the business driving down costs through transformation. Closeout of smaller sites and development of regional distribution and processing centres, leading to multi-million pound savings. Complex TUPE transfers.
- Closure of final salary pension schemes; merging of schemes to reduce administrative costs and setting up new pension arrangements, leading to £2m savings. (Company pension trustee). Successful preparation for auto enrolls under pension law changes.
- Design and implementation of Company policies and management development leading to improved performance in recruitment, retention (attrition rate reduced from 35% to 8%), absenteeism down from 9.5 days to 2.5, long term sick and return to work times improved, disciplinary and performance policy leading to reductions in NCRs and improved operational performance. Savings achieved in last 3 year period in excess of £2.5 million
- Development and implementation of global talent management and succession planning system, including global competency & leadership model. Pay grading and reward systems, flexible benefits and varied bonus arrangements (phantom stock, senior management, sales & operational KPIs.)

- UK Director in a specialist group of international HR Directors in Klöckner (Germany,UK, France, Spain, Switzerland, Holland, USA, Canada) developing global business and people strategy and linking cohesively to country specific strategy. Worked with Venture Capital Investors on turn round of group, setting up elections for Supervisory Board for Klockner to become SE.
- Development and implementation of academy programme to assess and develop the future potential within the business, including graduates. Savings of £1.2m over 3 years on attrition and recruitment. Winner of a National Training Award, 2011.
- Large scale recruitment for start up operations and phased training plans linked to capex and opex budgets and staged go-live dates.

Pauline was responsible for transforming the management of Human Capital in ASD/Klöckner and championed a modernising agenda that was progressively adopted by the rest of the Board. It was willingly implemented by the senior management of the company. This achievement was enabled by Pauline's strong interpersonal skills, enthusiasm, depth of commercial acumen and knowledge of the task in hand. Pauline's approach was highly professional and she was a pleasure to work with during my time at ASD. Pauline was innovative and creative at resolving problems and had a wide network to draw on to ensure an appropriate response to complex issues. She is an excellent people manager who engenders loyalty and genuine commitment in her team and all who she works alongside.
 Martin Joyce, CEO ASD metal services.

Trinity Rail Group USA & Europe

HR Director

November 2001- 2003 October

(Interim assignment – returned to Yorkshire)

Responsibilities

Management of close-out process: redundancy management, manpower release planning; transfer of manufacturing business and technical specialists to Romania, Close out of plants in UK & Czech Republic.

Achievements

- Successful closure of rail freight manufacturing plants whilst maintaining production at agreed levels throughout, meeting contract requirements for network rail with no penalties on £220m build programme.
- Reduced absenteeism from 23% to 3% including close-out in UK.
- Managed redundancy programme without any grievances, unfair claims or disruption to manufacturing. (500 people UK and 870 in Czech Republic)
- Set up SME UK parts support business as a separate trading entity during closure process and independent foundry for rail castings in Czech Republic
- Closure of final salary scheme and start up of stakeholder pensions
- Organisational development linked to strategy and people strategy for plant in Romania to drive transformational management. Set up HR systems and process for Romania and people structures including performance standards and integration into manufacturing teams.
- Worked with Romanian management team to implement UK/USA level HR and H&S policies and related training.

Pauline played a huge part in the success of this project in difficult and challenging circumstances, ensuring that the Network Rail business was maintained through closeout in York and Czech Republic and transfer to Romania. Her work in Romania enabled the business to create structure where none previously existed. She is an inspirational colleague, who hits the ground running, is results driven but carries people with her on the journey. She really understands how business works and how to maximize the human capital in it.

Michael Robinson, Director Trinity Rail

Responsibilities

Design, development & delivery of a cutting edge, prestigious leadership programme for the most senior executives in the city of Birmingham drawn from the private, public and not for profit sectors. (each cohort year was 35 leaders, selected from over 250 applicants)

Achievements

- Developed an Advisory Committee composed of leading figures from the private and public sectors in West Midlands.
- Developed and delivered a leadership development programme designed to give a unique insight into who holds the power and wealth in a city, how to make an impact in that city and build its wealth and capability. Senior networking to maximise opportunities for shared work with the three sectors. Key speakers included - Tony Blair, Sir Digby Jones (Head of CBI), Sir David Ramsbotham (HM Chief Inspector of Prisons), Baroness Betty Boothroyd. Part of a national and international programme – including working with Nelson Mandela and Desmond Tutu in South Africa.
- Worked closely with private & public sector organizations including, Police Service, Birmingham City Council, Aston and Birmingham Universities, HSBC, Barclays, Lloyds TSB, BBC, NHS, Birmingham Post, Rover Group, Jaguar, PWC, KPMG, Eversheds, Hammonds, Pinsent Curtis, CBSO, NEC, Carillion, Prison Service, Emirates, Birmingham Airport, Aston Villa FC, local MPs to develop their leaders and enable them to make an impact in the development of Birmingham as Britain's second city.

Pauline built up a very strong reputation in Birmingham for both Common Purpose and herself. As a Common Purpose graduate of the Bristol programme, she quickly grasped the major issues across all sectors and identified all the key influencers in the City. Her ability to engage across a wide range of stakeholders and build strong and successful working relationships enabled her to deliver a national programme in a manner that absolutely suited the specific way for doing things in a city as large as Birmingham. Never one to shirk any challenge, she willingly tackled some of the toughest issues without hesitation. Those who were with her in the Mosque and at the BBC in Birmingham on "9/11" will never forget it.

**James Ramsbotham, Chair, Common Purpose Birmingham, Corporate Director Barclays Bank
(now CEO North East Chamber of Commerce, Deputy Lord Lieutenant Durham)**

(My father died and my father in law was diagnosed with terminal cancer so we returned home to Yorkshire to help support the care for our parents)

David S Smith Packaging plc

Divisional HR Manager

Feb 1993 – 1998 Dec

Responsibilities

Reporting directly to Group HR Director, I had responsibility for all Divisional HR strategy and implementation for packaging division. 34 sites on a Pan-European basis, 4500 employees. National agreement with GPMU. Recruitment and retention, acquisitions of central and eastern European companies, Greenfield start-up of £45 million world class manufacturing plant.

Achievements

- Developed competency framework for all employees allowing full multi-skilling throughout the plants; implemented an annualised hour's work programme including protected learning time, significantly reducing overtime costs and maximising flexibility and agility of the business.
- Developed and delivered a World Class manufacturing training programme with Cranfield for all operatives.
- Delivered major change programmes in Poland and Ukraine, including restructuring, organizational development, disposal of communist related services, leadership programmes, world class manufacturing, upskilling in all areas.
- Developed an integrated business and people strategy over multi-sites. Gained accreditation for 24 UK sites in Investors in People. Created and implemented performance standards, review cycles, succession planning, talent management including global movements.
- Achieved two National Training Awards: multi-skilling in a manufacturing environment; Managing Change and Leadership.

Pauline was a key driver in organisational development within the business; delivering equally on the £45 million Greenfield plant in terms of people, skills and systems and also in our Eastern European acquisitions. She successfully tackled the challenges of moving a recently communist community into profitable and competitive business through a combination of OD/people engagement and performance improvement. Her drive, energy and ability are relentless.

Ian Shepherd MD David S Smith Central Europe