



Diplom-Kaufmann Ulrich Maida (\* 1959)  
PRINCE2® AGILE practitioner  
Certified Change Manager

As HR Interim Manager and specialist for the project management of HR process and HR IT projects, I have successfully managed some challenging mandates in various companies and industries over the course of my professional life. In addition to leading complex HR IT projects with agile methods, the focus was on the operational and strategic work of a human resources manager – also with the required "hands-on" mentality. In addition to my decades of HR knowledge, my project experience and HR IT expertise are helpful to me. My core topic is the digitalization of human resources management.

### **What you get is what you want**

- Specialist in HR process optimization, harmonization and standardization across the entire HR process spectrum and the associated change management
- Over 10 years of experience in conceptual design, implementation and management of HR Shared Service Centers and Outsourcing projects (Business Process Outsourcing)
- more than ten years of successful project management (PRINCE2® Agile certified)
- digital HR specialist (including SAP HCM, PAISY, Loga, Successfactors)
- Strong HR outsourcing experience as project leader
- Many years of experience as HR Manager in daily personnel business
- sound knowledge of labor and social security law
- Several years of management experience of extensive, highly qualified teams
- successful, trusting cooperation with employee representatives
- Consulting, support and coaching of senior management
- several years of international experience
- fluent English

## HR Interim Mandates and Projects

11/2019 – 02/2020 (4 – 8 hours per week)	<b>RfP Consulting: Payroll Software Selection and Outsourcing</b>
	<b>Lime sandstone industry</b>
	<ul style="list-style-type: none"> <li>• Preparation of the payroll specifications</li> <li>• Analysis and evaluation of incoming statements of work based on a standardized evaluation matrix</li> <li>• Analysis and evaluation of Service Level Agreements</li> <li>• Professional advice to the client in the context of contract negotiations</li> </ul>
04/2019 – 12/2019	<b>Development and implementation of a global HRIT strategy</b>
	<b>Methacrylats Industry, 4.000 Employees (Carve Out)</b>
	<ul style="list-style-type: none"> <li>• Requirements analysis of HR processes and systems in the context of the carve out</li> <li>• Development of the HR IT strategy "Global Cloud Solution" and business operating model with roadmap and business case</li> <li>• Presentation of the basis of decision at the management board</li> <li>• Support and advice in the selection of implementation partners and outsourcing providers (payroll, time management and SuccessFactors)</li> <li>• Initiation of the payroll outsourcing project and the SuccessFactors implementation project</li> </ul>
10/2018 – 03/2019	<b>Standardization and Optimization of existing HR IT Systems and Processes</b>
	<b>Cosmetic Industry, 2.200 Employees</b>
	<ul style="list-style-type: none"> <li>• As-Is-Analysis of the existing HR IT and HR Process Landscape</li> <li>• Development of a concept for the consolidation of the existing complex system landscape with Successfactors as leading HR System</li> <li>• Improvement of Payroll Processes</li> <li>• Daily work to ensure Payroll (12 direct reports)</li> <li>• Development of a valid HR Reporting and Controlling (SAP HCM)</li> <li>• Project Management "Harmonization of Payroll in Germany and Austria"</li> </ul>
06/2018 – 01/2019	<b>Restructuring and Reorganizing of the HR Department</b>
	<b>Wood and Plastic Manufacturing Industry, 400 Employees</b>
	<ul style="list-style-type: none"> <li>• optimization of existing HR processes, focussing on recruiting</li> <li>• Development and implementation of a modern remuneration model</li> <li>• Digitization of human resources work, taking into account new HR applications (Time Management System, Recruiting Tracking, Payroll)</li> <li>• Reorganization of the HR administration</li> </ul>
05/2017 – 05/2018	<b>Strategic consultancy and Project lead "Improvement of HR core processes focussing on BPO"</b>
	<b>Health Care Industry, 2.500 Employees</b>
	<ul style="list-style-type: none"> <li>• As is analysis and fit/gap analysis of HR core processes</li> <li>• Development of a global HR IT strategy for the globalization of processes, HRIT and reporting with the result of outsourcing the core processes administration, payroll, time economy and organizational management</li> <li>• Support of the customer in the selection of providers (e.g. ADP, NorthgateArinso, Sage, ServiceNow): creation of a specification, provider query, evaluation of feedback, short listing, offer evaluation</li> <li>• Creation of business cases for the individual providers vs. in-house solution and preparation of the decision by the management</li> <li>• Takeover of the outsourcing project management after a decision for a provider:             <ul style="list-style-type: none"> <li>○ Project set up "Migration SAP HCM to LOGA HCM"</li> <li>○ Creation of project plan</li> <li>○ Management of the project / PMO based on Prince2 principles</li> <li>○ Go live on 01.04.2018 followed by stabilization phase for the LOGA modules Payroll, Administration, Time Management, Establishment Plan</li> </ul> </li> </ul>
01/2017 – 08/2017	<b>Business Process Outsourcing Consultancy</b>
	<b>Worldwide leading Logistic Company, &gt; 100.000 Employees</b>
	<ul style="list-style-type: none"> <li>• on the development of the outsourcing strategy</li> <li>• Quality auditing of the outsourcing project</li> </ul>
09/2016 – 12/2016	<b>Strategic Consultant "Development of a HR IT Roadmap"</b>
	<b>Logistics, 8.000 Employees</b>
	<ul style="list-style-type: none"> <li>• Determination of HR process maturity and HR process integration</li> <li>• Development and coordination of the HR IT strategy and coordination with</li> </ul>

	the management
02/2015 - 08/2016	<b>Head of HR</b> <b>Chinese Telecommunication Company, 240 Employees</b> <ul style="list-style-type: none"> <li>• Preparation and implementation of the M&amp;A Process</li> <li>• Development and Implementation of the HR Organisation and Processes of the new founded company (GmbH, 01.04.2016)</li> <li>• Conceptual design and implementation of the Payroll-and Time Management System</li> <li>• Post-Merger Integration of 140 employees and 100 AÜG-employees regarding § 613a BGB</li> <li>• Negotiation of works council agreements (e.g. working time, IT, on-call duty, company car, pension scheme)</li> <li>• Daily HR business</li> </ul>
10/2014 - 01/2015	<b>Head of Competence Center „HR Processes and Systems“</b> <b>Online Business, 8.000 Employees</b> <ul style="list-style-type: none"> <li>• Improvement of the recruiting process and system (Beesite)</li> <li>• Optimisation of the legacy SAP HCM system (modules Personnel Administration, Organisational Management)</li> <li>• Defining the roles and responsibilities of the Competence Centre</li> <li>• Project Management “Roll Outs ESS/MSS/Prozesse&amp;Formulare”</li> <li>• Alignment with Board Management</li> </ul>
07/2013 - 09/2014	<b>Head of HR On-Site Office</b> <b>Telecommunication, 800 Employees</b> <ul style="list-style-type: none"> <li>• Responsible for the HR Due Diligence and M&amp;A (ca. 800 Employees, 250 Mio € revenue p.a.)</li> <li>• Implementation of the HR organisation, HR processes and HR IT</li> <li>• Post-Merger Integration</li> <li>• Organisational restructuring and Change Management</li> </ul>
04/2013 - 06/2013	<b>HR Strategy-Workshops and Project Management trainings</b>
11/2012 - 03/2013	<b>Head of HR Services</b> <b>Wind energy, 2.000 Employees</b> <ul style="list-style-type: none"> <li>• ensure the monthly Payroll and Personnel Administration (SAP HCM, Successfactors)</li> <li>• responsible for managing a team of 8 HR specialists</li> <li>• Development and roll out of a „HR Cockpit“ (assessment and analysis of relevant HR KPI)</li> </ul>
03/2012 - 10/2012	<b>HR Consultant</b> <b>CEB Baumgartner Unternehmensberatung</b> <ul style="list-style-type: none"> <li>• Development of a pricing model for a HR Service Center, Metal industry</li> <li>• Performing several HR Strategy Workshops about HR Excellence and HR IT</li> <li>• Set up of a Recruiting Centres as part of a HR Service Centres, Chemical industry</li> <li>• Reorganizing the Payroll department of a HR Service Center, Media industry</li> </ul>
07/2011 - 02/2012	<b>HR BPO Project Manager</b> <b>NorthgateArinso AG</b> <ul style="list-style-type: none"> <li>• Management of SAP HR migration projects</li> </ul>
04/2010 - 06/2011	<b>HR Project Manager BPO</b> <b>ADP Deutschland GmbH</b> <ul style="list-style-type: none"> <li>• Management of PAISY migrations and SAP HR Projects</li> </ul>
01/2010 - 03/2010	<b>Project Manager</b> <b>German IT Company</b> <ul style="list-style-type: none"> <li>• Optimisation of the Travel Management System</li> </ul>
11/2009 - 02/2010	<b>Project Manager</b> <b>Logistic branch</b> <ul style="list-style-type: none"> <li>• Enhancement of the existing global HR Metrics Report</li> </ul>

### Responsibilities as Employee

10/2008 bis 10/2009	<b>Global HR Processes and Strategy Manager</b>
	<b>Deutsche Post DHL Express, Bonn</b>
	Responsible for the standardization and optimization of the global HR processes initiated by me as part of the HR corporate strategy.
01/2007 bis 09/2008	<b>Managing Consultant</b>
	<b>Deutsche Post IT Services Europe GmbH</b>
	In this role, I successfully acquired and planned internal HR projects and, as a project manager, implemented them in parallel with my teams.
12/2000 bis 12/2006	<b>Managing Consultant</b>
	<b>IBM Business Consulting Services GmbH (ex PwC Consulting)</b>
	Project-related responsibility in HR process and organization optimization (HR SSC) and change management
04/1996 bis 11/2000	<b>External HR Manager</b>
	<b>Industries: Retail, Services, Production</b>
	Supporting my clients (with up to 120 employees) in the daily personnel work
07/1994 bis 03/1996	<b>HR Manager</b>
	<b>INTERSPAR Zentralverwaltung</b>
11/1992 bis 06/1994	<b>Head of HR</b>
	<b>Riha Richard Hartinger Getränke GmbH &amp; Co. Handels-KG</b>
07/1991 bis 10/1992	<b>HR Business Partner</b>
	<b>SPAR Handels AG</b>
10/1978 bis 06/1991	<b>Federal Armed Forces, Captain and Company Leader</b>

### Education and Trainings

10/1980 bis 03/1984	<b>Diplom-Kaufmann</b> Study of Economics, Helmut-Schmidt-University, Hamburg Focus: Human Resources Management, Organizational Management
2008	ACT – Accelerated Change Management
2007	Project Management Methodology PRINCE2 ® Certified PRINCE2 ® Practitioner
2017	Certification as „Agile Coach“
2019	Re-Certification als PRINCE2® AGILE Practitioner
2019	Certification as Change Manager

### Specific Knowledge

<b>Management Skills</b>	<ul style="list-style-type: none"> <li>• Hand on and decision making mindset</li> <li>• Experienced team leader skills</li> <li>• strong communication skills</li> <li>• ability to reason</li> <li>• Entrepreneurial mindset</li> <li>• Structured acting</li> </ul>																						
<b>Projektmanagement and Coaching</b>	<ul style="list-style-type: none"> <li>• PRINCE2 ® Practitioner</li> <li>• proven project management experience</li> <li>• Change Management, Transition Management</li> <li>• Budget planning and controlling</li> <li>• Stakeholder Management</li> </ul>																						
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>• Well-versed in operational HR Management</li> <li>• Experienced in M&amp;A, Post-Merger Integration</li> <li>• HR Specialist for substantial reorganizations across the whole spectrum of HR processes</li> <li>• many years of experience as Head of HR/HR Business Partner cross several industries</li> <li>• Deep knowledge of German labour law and social insurance</li> <li>• Successful cooperation with workers councils and unions</li> </ul>																						
<b>IT experience</b>	<table> <tr><td>MS Office</td><td>very good</td></tr> <tr><td>MS Project, Visio</td><td>very good</td></tr> <tr><td>MS Outlook</td><td>very good</td></tr> <tr><td>SAP HCM</td><td>good</td></tr> <tr><td>Successfactors</td><td>good</td></tr> <tr><td>Rexx</td><td>good</td></tr> <tr><td>PAISY</td><td>good</td></tr> <tr><td>Loga</td><td>good</td></tr> <tr><td>ATOSS</td><td>good</td></tr> <tr><td>Workday HCM</td><td>basic</td></tr> <tr><td>Taleo</td><td>basic</td></tr> </table>	MS Office	very good	MS Project, Visio	very good	MS Outlook	very good	SAP HCM	good	Successfactors	good	Rexx	good	PAISY	good	Loga	good	ATOSS	good	Workday HCM	basic	Taleo	basic
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### Languages

German	Mother language
English	Business fluent
Availability	March 2020
Day rate	To be negotiated