

HR IT Processes & Project Management Change Management

Consulting Profile Ralph Fischer,

Munich, 2023

CV

Ralph Fischer, Managing Consultant



- 1987** Abitur at Leibniz-Gymnasium in Dormagen
- 1988** Air Force Academy, Fürstenfeldbruck
- 1989** **Study of Business administration and education**, Munich
Focus: Organizational- and Personnel development
- 1993** **Training lead** , Government (Personnel planning/development), Weert/ Netherlands
 - Manager of up to 120 people Team
- 1996** **Personnel Development Manager** , Government, Munich
 - Manager of 20+ Team to develop
- 1998** **Human Resources Manager**, Johnson Controls Automotive , European HQ Burscheid
 - Employer Branding, Personnel Marketing, Recruiting, On-Boarding
 - Responsible for 350 employees for all Talent management related processes (Recruiting, Succession planning, Performance Management, MbO, Personnel development, 360 degree Feedback)
 - OE, Transformation, Change Mgmt
- 2002** **Senior Consultant, KPMG Consulting / BearingPoint GmbH / Kienbaum**, Walldorf/Gummersbach
 - Projects in World Class Human Resources Team for different international customers
 - Focus Process optimization, Transition and Change Management
 - Project and Program Mgmt for Talent Mgmt Applications and processes
- 2006** Founder of **konsult iT**, HR Consultants, Munich
 - Focus on HR Business Process optimization, Change Management, Interim Projects Talent Mgmt
 - Project Mgmt Coaching
 - IT HR systems

Languages (fluent): German, English

Relevant Project Experience at a glance:

IT HR Implementation / Process Management

- **Target Architecture & Process Design** , **Software Evaluation** of HCM Systems, HCM Talent Mgmt Systems (SAP, SuccessFactors, Workday, Oracle-Taleo, Lumesse, Persis, P&I,..)
- **Process design and concept**, Market analysis, Vendor selection process (Value & Requirement Analysis), Business Case, Implementation plan
- As-is analysis, Process optimization and modeling with ARIS AENEIS VISIO SIGNAVIO
- **HR implementation projects** with SAP, Success Factors, Lumesse, P&I etc.

Interim HR Management

- **HR Business Partner** for Tractor Company during full size Business Transformation Deployment
- **Change management** Consultant
- Internal & external Recruiting for Retail / Automotive / Finance / IT Companies
- 20+ projects for Resourcing & Staffing of Experts/Managers for different companies

Change Management

- Different Change Mgmt projects during Organizational and Business Transformation

Transition Management

- Target Architecture & Process Design, Business Case, Change Impact Analysis & Implementation,
- Concept for employee assessments and evaluation, employee transition
- Concept and implementation of communication and training

Relevant Project Experience in detail:

HR Program Manager Digital Business Transformation / **SAP HCM / SuccessFactors / Concur Fullsize Implementation**, Research Organisation (approx. 27,000 employees) – current since 2018

- Project Management
- Target picture & vision
- Process design
- PM Coach
- Change (Vision/Impact & Orgdesign / Comm / Enabling / Risk / Change Controlling)

HR Consultant Performance Mgmt (2020), Fiber Production (approx. 5,000 employees)

- Concept and Rollout of Performance Management Process and Tools
- Redesign of Employee Dialogue for shopfloor workers
- Project Management

HR Project Manager IT P&I (2016-2018), Research Institute (approx. 27,000 employees)

- Quality Management in HR Processes
- Target picture, Process design, Implementation, Test-Setup and Delivery
- Change Management
- Project Management Coaching

HR Consultant /Coach HR IT Architecture, Reinsurance (approx. 15,000 employees) – 2 years

- Evaluation of future IT Architecture in HR
- Process design, Requirement analysis, Software evaluation, Provider selection, Business Case
- Project Management Coaching
- Setup of Implementation project

HR Project Mgmt IT Talent Mgmt Consumer Goods/Retail (approx. 12,000 employees) – 2 years

- Software evaluation and Business Case
- Software Implementation Lumesse (Cloud Solution)
 - Concept and Processes of new HR processes, requirement analysis, implementation
- Process Design Performance Mgmt, Succession Planning, Development & Training
- Project Management

HR Consultant /Coach Success Factors Deployment Industry (approx. 260,000 employees) – 3 years

- Project & Change Mgmt for Success Factors Implementation HR
- Process Design & optimization
- International Focus
- Modules HCM Talent Mgmt

HR Consultant eRecruiting ,Finance Industry (approx. 15,000 employees) – 1.5 year

- Consulting for Design of new recruiting HR Organisation & eRecruiting **System** (milch und zucker)
- Process optimization
- Coaching of Project Managers

SAP HCM Program Management, Beverage Industry Austria (20T employees, 10countries)

- Program Management Coaching for SAP HCM international

HR Consultant Talent Management , IT Internet Industry – 0.5 year

- Consulting for Design of new Talent Mgmt Organisation & Process / System (SAP)
- Process optimization / Organisational design

HR Business Partner , Tractor Industry Finland (approx. 15,000 employees) – 1.5 year

- Change & Transformation Focus (International SAP Implementation of all modules)
- Support of Program Management
- Development/Implementation of Career Scorecards for internal project staff
- Project Handbook, Change request Mgmt, Template governance model creation

eRecruiting Deployment, Automotive (260T employees, 32 major countries) – 3 years

- Realization of **global harmonized system framework** for international Automotive supplier
- Harmonization/ Optimization global staffing processes & documentation
- Market Analysis, Vendor and Implementation partner selection
- Consulting on customer side for Conception of eRecruiting Global Template Blueprint document
- Conception & Implementation of global Change/Communication Management
- Creation of KPIs for Business Case und Controlling Parameters
- Coordination on customer side to external service providers,
- Testing activities, Training concept, Support concept, Enduser documentation
- Change Management with SAP India for SAP CDs

Strategic Competence management, Automotive (approx. 260,000 Employees in more than 32 major countries)

- Draft and introduction of an international role-based Competence management (CptM) concept
- Process conception for the strategic CptM Process
- Design of Competence development processes (Training Management)
- Execution of target competence Workshops
- Coaching of the personnel organization and conception of an exchange committee
- Pilot and conversion of the concept on a global level
- Conception for communication and Change managemen

Recruiting

- More than 20 Headhunting projects for different customers in different industries / different positions (e.g. Plant Manager, IT consultant, Controller, Sales Manager, ...):
- Job Analysis & Media planning
- Sourcing of candidates
- Evaluation of candidates with interviews and Assessment tools (WAVE, Cute-E, AC etc.)
- Presentation of candidates to the Management
- Contract consulting
- On-Boarding consulting

Transition Management, Logistics (approx. 50,000 employees)

- responsible for all HR topics during merger between 4 organisations
- Concept for employee assessments and evaluation
- Concept for employee transition and cut-off
- Concept and implementation of communication and training
- Implementation of concepts /Change Management

Organizational development (Cost reduction), Power Generators, (50,000 employees in 7 countries)

- Definition and realization of rationalization potentials from organization improvements in all commercial departments of, e.g. Headcount reduction
- Improvement of the guidance efficiency through clearly defined role allocations
- Organization function analysis locally with interviews at 7 international locations
- Development of the optimized resources support of all functions
- Estimation of cost savings by optimized organizational structure
- Production of job descriptions for the optimized functions