

# Ad van der Rest

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**Interim HR Director • Interim Head of HR • Interim HR Manager • Interim Senior HRBP  
HR change & crisis • Employee Relations • Restructure M&A • Performance & Talent**

*A professional Interim HR Director & Consultant, undertaking HR Director, HR Head, HR Manager and Senior HRBP assignments in a range of situations including HR change, Mergers and Acquisitions, Employee Relations and Performance Management, with sector expertise in IT & Telecoms, Services & Retail, in the UK, Europe & Internationally.*

## Achievements:

- **HR change and crisis resolution.** Took two businesses that had lost their HR Directors in difficult circumstances, (SunGard Availability Services and Affinion International) through HR restructure, successfully rebuilding their fractured HR teams, resolving multiple Tribunal cases and restoring HR's effectiveness and credibility in the business.
- **HR implementation of mergers, acquisitions and restructures.** More than a dozen business unit acquisitions successfully managed and integrated (at HTC, SAP and SunGard Systems). Stock deals and TUPE acquisitions, both in and out, from 500 employees to a handful in size. Addressing the full project-cycle, from due diligence, data room analysis, works council consultation, implementation, restructure & mop up.
- **Employee Relations solutions.** As Interim Director, implemented or resolved multiple redundancy, absence, poor performance and grievance cases. Three Tribunal cases won out-right, with a further 900k claims mediated, mitigated and settled under £160k. Addressing employee relations in an effective 'plain-speaking' and intuitive manner.
- **Specialist in performance and talent management.** Successfully implemented performance management processes to 2,500+ employees across two businesses. From vendor selection, training and software implementation to succession planning, employee engagement and talent management. I address all parts of the process cycle.

## Sector Expertise

- **IT/Telecoms.** HTC, Orange, SunGard, SAP / Business Objects, Misys.
- **Financial Services.** Affinion International & Sitel Corporation.
- **Education/Retail/Leisure.** Study Group, Signet, Ladbroke's & Woolworths.
- **International Footprint:** Servicing UK, Belarus, Belgium, Denmark, France, Greece, Italy, Ireland, Norway, Poland, Russia, Switzerland, Sweden, Turkey & USA.
- **International Cultures:** US: SunGard/Affinion; EMEA: SAP & Misys; Asia Pacific: HTC.

## Approach and style

- **Commercial** – Strategic and tactical goals implemented in a practical and effective way.
- **Straight-forward** – Clear and honest communication to clarify goals and engage people.
- **Confident** – Enthusiastic and motivating style, persistent and persuasive in approach.
- **Collaborative** – Working with managers & teams to add value which remains long-term.

*A professional career Interim, swiftly adding expert value for a project or crisis.*

## **Interim Management 'Value Proposition'**

- **Return on Investment.** Providing HR solutions that clearly add value or mitigate risk.
- **Speed.** Delivering work 'at a pace' for as long, and no longer, than is required.
- **Expertise.** Competent and seasoned knowledge and experience, from 'day one'.
- **Objectivity.** Providing a clear perspective, without 'politics' or threat to incumbents.
- **Accountability.** Ongoing payment by 'day-rate' is contingent on satisfactory delivery.
- **Effectiveness.** The 'Interim approach' allows value to be added in difficult situations.
- **Commitment.** A 'Career Interim' conducting agreed assignments from start to finish.

## **Interim Assignment History**

### **Interim HR Project Manager (Acquisition), Undisclosed client *June to c. Sept 2012***

- Project Management of HR and Communications.
- Client details to be disclosed once the acquisition has progressed.

### **Interim EMEA HRBP (Crisis/Mergers & Acquisitions), HTC *May 2011 to April 2012***

- Crisis arrival to stabilise HR during and following rapid HR team changes.
- Set in the context of the explosive business growth of HTC Corporation in EMEA.
- Whilst new permanent HRD was sought and inducted, took the lead for HR in UK HQ Product and Commercial Departments as well as Regional offices in Denmark, Sweden, Norway, Russia, Poland, Italy, Turkey and Greece. Services provided range from performance management development to establishing new country entities/offices, to resolving employee relations incidents up to Director exits in 'challenging' countries.
- Once new permanent HRD in place, focused more on Mergers & Acquisitions activities, including a significant acquisition in Belarus, due diligence in Russia and a Joint Venture integration in the UK. Involvement includes pre-deal commercial due diligence & data room analysis, and post-deal compensation & benefits and cultural integration.
- Last two months on a part-time consultancy basis, closing a redundancy exercise.

### **Interim HR Consultant, Orange Business Services (Ad-hoc) *April 2008 to April 2011***

- Business communications division of France Telecom. Providing ad-hoc solutions.
- Successful ER case resolution and HR Consultancy to HR, Senior Managers and MD.

### **Performance Management implementation *December 2010 to February 2011***

- Implemented senior management Performance Management training to UK leaders of Bellerby's College, part of International educational business, Study Group.
- Assignment offered as part of a Success Factors implementation by Qikker Solutions.

**Interim Head of HR, SunGard Availability Services      *January 2010 to December 2010***

- Leading Disaster Recovery & Data Availability company (650 employees UK & EU).
- Restructured / re-hired HR team, renovating the HR proposition to support the business.
- Stabilised difficult employee relations climate, including multiple tribunals and claims.
- Successfully integrated Irish acquisition (Stock deal).
- Safeguarded payroll provision, averting a mis-qualified change of payroll provider.

**Interim HR Consultant, Solarsoft Business Systems (Ad-hoc)      *March 2009 to May 2010***

- Employee relations case management (redundancy, contracts & tribunal support)

**Mediator, via Rialto Consultancy      *March 2010***

- Tricky but successful dispute mediation, via Rialto in leading educational establishment.

**Interim Senior HR Business Partner, SAP UK      *June 2008 to July 2009***

- Global Software business (1,200 UK, 48,500 Global employees).
- Successfully supported the UK acquisition of Business Objects into SAP (450 people).
- Stabilised HR change (SAP HR team 80% turnover) and HR project implementations.
- Close commercial relationship with Business Unit leaders as trusted advisor and coach.
- Performance management 'concern' cases were 100% resolved in supported Business.
- Project-managed the successful acquisition of one small software team and a TUPE out.
- Successfully project managed 'benefits re-brokering' to identify joint providers for SAP.

**Interim UK HR Director, Affinion International Ltd      *March 2007 to January 2008***

- Affinity financial services marketing organisation (US based with 550 UK employees).
- Stabilised the UK HR function, previously without a lead UK HR role.
- Addressed 'politically charged' recent HR history.
- Merged the HR structure from 2 separate HR sites to 1 UK function.
- Re-hired entire HR team in Head Office including a permanent HR Director.
- Reduced unbudgeted 'exit costs' from £200k p.a. to zero.
- Hired key gaps in Client Management (9/16 to 2/25 vacancies). Halved open headcount.
- Initiated management development programmes (zero in the prior year).

## **Permanent Career History**

**European HR Manager, SunGard Financial Systems      10/01 – 01/07**

- Successfully managed HR provision to 22 EMEA Business Units, at SunGard Europe for 5 years, managing HR Advisors, Payroll Specialists & Administrators (team of 8), and servicing 1,000 EMEA-based IT staff. Countries supported were Belgium, France, Italy, Sweden, Switzerland and UK. Remote support to Asia/Pacific, South Africa and US.
- Maintained close business relationships with Business Unit Presidents and senior managers. Acted as a trusted advisor to these individuals, supporting their divisions.
- Integrated acquisitions from due diligence, to employee and benefit harmonisation. Successfully managed 6 acquisitions (TUPE and Stock deals) from 300 to 20 people.

- Terminated many dozens of people to Director level. Carried out professional termination processes for sickness, redundancy, poor performance, probation & gross misconduct.
- Handled and responded to legal action, including unfair dismissal, sex and disability discrimination, and pay & bonus claims, including appeal processes up to tribunal.
- Successfully managed emergency implementation (3 months) of HRIS/Payroll System.
- Implemented Online Performance Management processes to 2,000 EMEA employees.
- Managed and implemented training & development portfolio of management skills.

**UK HR Manager, Misys International Banking**

05/99 – 09/01

- Successfully managed HR provision to Misys division (previously Midas-Kapiti) with c.500 employees and leading HR Managers, Payroll & Administrator (team of 4).

**Intranet Web Designer (Contract), Nortel Networks**

02/99 – 04/99

**Training Manager, SITEL Corporation**

09/97 – 01/99

**Training and Safety Manager, MicroWarehouse**

01/96 – 08/97

**Regional HR Manager, Ladbrokes**

11/94 – 10/95

**Personnel & Training Officer, Signet Group**

05/90 – 10/94

**Personnel & Training Officer, Woolworths**

10/86 – 02/90

**Professional Development**

- 2009 **Prince2** Project Management Certified Practitioner (2009 standards)
- 2009 Member and Director: Institute of Interim Management (**MIIM**)
- 2009 Member Professional Contractors' Group (**PCG**)
- 2008 Chartered Fellow **CIPD (FCIPD)** (Graduated, Thames Valley University, 1997)
- 1999 **NLP Practitioner**, Centre NLP, Bandler affiliated.
- 1986 **BA** Degree in Philosophy, Sheffield University

**Further information**

- Work location: Berkshire, Thames Valley & London (and free to travel as required)
- Professional interim management business operating 'out of scope' of the AWR.
- Owner & MD of Visible Goal Limited with £1,000,000 Professional Indemnity insurance.
- Enthusiastic advocate of the 'Interim Management concept', authoring several guides and providing active ad hoc support to the [Institute of Interim Management](http://www.instituteforinterimmanagement.com).
- Additional information at [www.visiblegoal.com](http://www.visiblegoal.com) and [www.linkedin.com/in/advanderrest](http://www.linkedin.com/in/advanderrest)

