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Profile

Results orientated and highly capable **HR professional** with 20 years experience in private and public sector organisations. Proven track record of delivering across all aspects of HR, with an emphasis on the successful delivery of large scale change projects and programmes. Able to build strong, candid relationships and influence at all levels and cross culturally.

Key Competences

- Able to translate strategy into practice
- Business knowledge and awareness
- Project management ability
- Decisiveness
- Budget management and monitoring
- Change management
- Employee Relations
- Matrix working and alliance building
- Team leadership and developing others
- Emotional resilience

Leadership and Functional Management

- Line leadership of European change management team. Formed, coached and developed the team to effectively deliver the change plan and interventions in each market. Responsible for a budget of c. \$1.6m
- Formed and developed a virtual team of change agents throughout Europe to lead on embedding the change locally accounting for country culture and local nuances.
- Managed and developed a team of 11 staff responsible for HR generalist support, HR planning and Information, and recruitment.

Change Management

- Led the European change management work stream as part of a global programme implementing an HR global shared services model. Formed, led and developed a team of colleagues and Deloitte consultants to develop the change strategy, plans and deliverables to implement and embed the change across 17 markets contributing to a reduction in 50% of HR costs globally.
- Acquisition planning: Made significant contribution to the UK integration team to establish the structures to consult transfer and successfully integrate the combined businesses.
- Partnered with leaders to restructure defined client areas in the R&D business into a business unit structure, creating the structure and roles, consulting and implementing to time, with minimal loss of business continuity and in line with UK employment practice to ensure required efficiencies of 30% were made.
- Managed the HR implications of Pfizer's withdrawal from UK clinical trial activity in favour of low cost, high population centres. Advised, coached and supported the management team to plan and execute a phased downsizing and exit. Achieved by redeploying a third of colleagues and all compulsory redundancies implemented without any grievance or appeals.
- Advised and managed the outsourcing of Clinical Study management to a third party resulting in a cost reduction of 20% and no loss of productivity.
- Member of the HR leadership team tasked to accomplish the merger of three acute trusts in East Kent and implement new structures to reduce management costs in the region.

- HR team member on three year project to rationalise continuing care, surgical and pathology services in South Kent. Lead the sub team transitioning elder care services. Resulted in the rationalisation of hospital sites and expansion at the William Harvey Hospital.
- Provided HR advice and leadership on the tendering and contracting out of Hotel Services to release £12m in savings over a three year period. Implemented to time without service disruption.

Project Management

- Developed and built European change plan for the HR global shared services programme ensuring that the plan aligned with the overall programme ensuring effective resource planning and intervention delivery at the key points in the programme.
- Project managed and led a team that developed and implemented the internal HR shared service centre in R&D. Delivered 23% saving on HR budget, increased transactional efficiency and enabled the development of HR business partner structure and roles.
- Trust lead in a local consortium tendering for a shared recruitment advertising agent and service designed to reduce the overall cost per hire by 10%.

Coaching, Learning and Development

- Developed and facilitated a series of change workshops to engage European change agents to effect the transition to HR Global Shared services at a country level.
- Developed and facilitated a series of webinar learning sessions for the global shared service model to brief remotely based managers on new ways of working and responsibilities.
- Created a series of business scenarios for a global workshop designed to establish new ways of working in the Global HR shared service model resulting in clearly defined roles and responsibilities and ways of working globally and regionally.
- Devised and facilitated strategy development workshops for the Global Quality Operations leadership team to set the short and medium direction for the function.
- Developed and facilitated team development workshop for a newly formed Analytical R&D leadership team utilising Myer Briggs Type Indicator to enable the leader and team to establish effective ways of working.
- Coached individuals and teams to enhance relationships, performance and business effectiveness. Of 15 people supported, 60% gained a promotion and all were reported to have increased effectiveness in their job.
- Became a mentor as part of the Pfizer mentor match scheme established an effective relationship and achieved objectives as a mentor supporting an ex-pat colleague to adjust to culture change and new responsibilities in research.
- Developed and ran a series of structured coaching sessions for the internal HR operations team to develop their employee relations capability, resulting in a transfer of employee relations casework from HR managers resulting in a 10% in the speed and effectiveness of case resolution.
- Developed and delivered workshops covering a suite of change processes, tools and practices to skill managers in effecting the procedural and behavioural aspects of changes for key business initiatives.
- Rolled out a series of leader briefings to develop the skills to utilise the company's talent management processes to ensure talent was effectively developed and deployed in the business.
- Devised and facilitated a series of workshops for managers to develop their skills in the effective use of the performance appraisal system to drive business, team and individual performance.
- Determined and prioritised the learning and development curriculum within budget requirements.

- Delivered line manager training in recruitment and selection, handling grievance and discipline, sickness absence management and equal opportunities.

Talent Management

- Undertaken a range of mid and senior level recruitment exercises utilising competence based interviewing methods resulting in improved fit between candidate and role.
- Developed, driven and partnered talent management programmes with leadership teams in order to develop and deploy colleagues appropriately within the business
- Rolled out competence framework to designated client areas to enable managers to select, develop and performance manage colleagues against relevant job factors.
- Rolled out learning agility toolkit to enable leaders and managers to assess future potential using a reliable and valid assessment method reducing bias in the assessment process.

Reward & Performance Management

- Supported designated business areas to manage the annual pay process to ensure that pay, bonus and Long term incentives decisions were clearly linked to performance, within budget and free from bias
- Partnered with global compensation and leadership to undertake and implement compensation and benefit changes resulting from market analysis in order to maintain the company's market position.
- Member of cross functional team tasked to introduce a flexible benefits structure as part of the UK strategy to reduce benefit administrative costs, maintain a competitive package and reinforce the culture of personal responsibility. Responsible for change and communications component.
- Led a global cross functional team to define the Career Ladder structure for a defined part of the R&D business in order to categorise jobs consistently globally to align bonus and LTI plans globally and support global talent planning.
- Drove the review and overhaul of reward and career management structure for the R&D operational centre in Mumbai, India to improve attraction and retention rates and align career management and performance practice of the site of 200 employees with the global R&D organisation. Implementation resulted in the reduction of labour turnover from 30% to 20%.
- Aligned grading structures of the Milan Oncology group with the Career Ladder framework ensuring that reward systems were appropriate to the market and job levels were consistent with global frameworks.

Generalist HR

- Led talent, performance and reward reviews in client areas across six functions and 900 people at UK and US sites to ensure talent was appropriately rewarded, recognised and developed.
- Managed a range of ER cases from medium to high complexity to appropriate resolution including the completion of responses and preparation for tribunal. 80% of internal cases upheld and four tribunal cases conducted and upheld.
- Collaborated with line and HR colleagues to design and deliver a range of programmes designed to create a culture of personal and professional development amongst colleagues.
- Drove the design, development and implementation of the R&D colleague forum spanning three sites and 2500 colleagues to ensure the structures were in place to inform and consult both non-union and union colleagues about business changes and in advance of legal changes in the UK.
- Undertook reviews of employment policy and employment contracts to ensure legal compliance.

- HR lead in the TUPE transfer of 250 staff from the NHS into Carillion, delivered to time in line with the hospital start up.
- Developed and established the employee relations framework covering both union and non union members at the site to ensure that effective employee consultation and communication could take place.
- Trust policy development lead. Developed and implemented a range of policy and procedure initiatives including Equality of Opportunity policy and Change Management Policy

Career History

Pfizer Ltd, European Change Lead – HR Global Shared Service Project, 2010 – 2012

Pfizer Ltd, HR Business Partner, Associate Director, 2001 –2009

Carillion Services – HR Manager, 2000 –2001

East Kent Hospitals NHS Trust, HR Manager, 1994 – 2000

Forest Healthcare NHS Trust, Personnel Officer, 1992 –1994

Mersey Regional Health Authority, Recruitment Officer, 1992

ICL Ltd, Assistant Personnel Officer, 1992

Hoechst UK Ltd, Personnel Assistant, 1991

Professional Development and Education

Teambuilding using the MBTI instrument	2012
Lominger Competency Accreditation	2009
MBTI certification	2008
AIM accreditation	2006
Personal Skills for Senior Leaders	2005
CIPD National Conference	2004
NHS South Thames Region - Accelerated Management Development Programme	1999 – 2000
HAY Job Evaluation	1997
Core Management Programme	1996
Self Development Learning Set	1995
MA Management Studies	2005
Postgraduate Diploma In Human Resources	1990
HND Business and Finance	1989

Interests

Socialising with friends, driving and maintaining a classic car, skiing and bicycle racing.