

RICHARD HAMMOND

CHIEF HR OFFICER

- Leveraging 15+ years experience in leading and restructuring core HR processes to drive business growth -

PEOPLE MANAGEMENT ❖ ORGANIZATIONAL DEVELOPMENT ❖ HR BUSINESS PARTNERSHIPS

- ♦ **Propels Company Growth & Development by Restructuring Faltering HR Processes:** Pushed *Internor Botswana* to #1 rank in nation, generating \$1B in revenue. Achieved #2 rank in customer satisfaction. Won Best Employer Award in Telecom for 2 years running, Best Employer Across Industries Award (2012), and Best HR Function in the country Award.
- ♦ **Generates Talent Development Programs to Nurture and Reward High Performers:** Developed first ever 3-Year People Strategy Program for *Internor Botswana*, improving employee engagement by 46%. Redefined talent requirements according to business objectives. Created employee buy-in by linking organizational vision with employee goals.
- ♦ **Builds Recruitment Process that Address Both Business and Employee Needs:** Reduced on-boarding cycle for *Astrosis Pharmaceuticals* from 18 to 11 weeks by developing and implementing Employee Referral and On-Boarding Programs. As a result, *Astrosis* boosted their overall productivity by 23% over six months.

HR Policy Development & Execution
Change Management
HR Business Partner Models

Talent & Reward Revitalization
Onboarding & Mentoring Programs
HRIS Planning & Implementation

Performance/Professional Development
Succession Planning
Negotiation & Consultancy

PROFESSIONAL EXPERIENCE

Chief HR Officer & Vice President

at *Internor Botswana*

2011 - Present

Led HR, Admin, and HSE Team for a Norwegian MNC with a workforce of 33K employees, generating \$1B revenue. Contributed to business strategy by forecasting talent needs. Addressed talent gaps by implementing developmental programs.

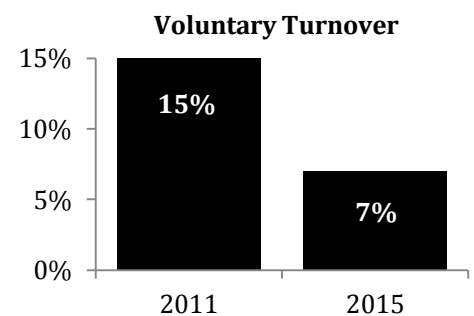
Challenges: Defining a strategy to improve organization performance. Recruiting the right fit talent for the management team. Establishing communication channels between several company groups. Guiding reluctant parties through change.

Strategy: Led 15-member team through departmental restructuring, strategic re-haul, and talent management and development. Transformed the company into a performance-focused company by adhering to merit-based hiring. Linked organization targets with employees', establishing their annual goals. Developed and implemented a first ever 3-Year People Strategy focusing on business objectives. Pioneered the implementation of the HR Dashboard. Negotiated medical insurance plans and other employee benefits. Created rigorous internal controls. Conducted feasibility reporting for acquisition of Gegheez Bank with 51% stakes from *Internor Botswana*. Implemented a standard HRS System. Implemented formal bi-monthly meetings between department managers, and informal events between department employees to build teamwork.

Results:

- ♦ Achieved #2 position in customer satisfaction (National title).
- ♦ Achieved employee engagement index of 88%, the highest ever.
- ♦ First to implement the Dave Ulrich HR Business Partner Model, which was later adopted across industries as best practice.
- ♦ Won several awards and recognitions including the Best Employer Across Industries Award (2012), Best HR Function in the Country (2012), and Best Employer Award in Telecom for 2 years running.
- ♦ Reduced HR budget by 15% while meeting increased utility and payroll costs.
- ♦ Contained Personnel Cost-to-Sales Revenue Ratio to ~5%, moving the company from Orange to Green in the AT Kearney Report Worldwide.

As a result of these efforts, I pushed the company from #2 to #1 "Best Company to Work For" (National title).



Head of HR - Asia Pacific & South Africa

at *Astrosis Pharmaceuticals*

2008 - 2011

Helped establish these regional footprints from scratch by conducting HR strategic planning and development for the regional business leadership teams. Devised performance objectives while working a team of 6 Directors, 14 Country Business Unit Heads, Emerging Growth Markets Regional VP, and Heads of HR for Australia and Korea.

- ♦ Established the Accelerated Development Program to identify and train next-generation leaders for Oncology Business.

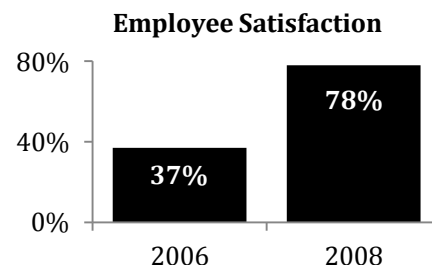
- ◆ Lowered recruitment and on-boarding cycle for C-level executives and General Managers from 18 to 11 weeks. Conducted informal interviews to determine and improve organizational talent requirements.
- ◆ Developed and implemented Employee Referral and On-Boarding Program, Recognition Programs, and Medical Career Path.
- ◆ Created and implemented orientation program for new hires, including documentation. Designated mentor-mentee roles.
- ◆ Maintained open door policy for employees, advising them on their career goals and organizational expectations.

As a result of these efforts, I contributed 35% of the total revenue growth of these brand new regions.

Head of HR - UK and Ireland *at Astrosis Pharmaceuticals* 2006 - 2008

Utilized brass-ring recruitment system to build a complete workforce including Marketing, Sales, Medical, Finance, Market Research, and Healthcare. Worked with 7 Directors, BU Director Oncology, and European Regional Vice President HR to develop performance objectives. Led the HR teams to launch PeopleSoft 8.8 as a unified HRS system for UK and Ireland.

- ◆ Improved operational excellence to 98% accuracy and business delivery to 126% of assigned target by coaching and advising management team on employee performance management, skills & competencies assessment, development, and career counseling.
- ◆ Reduced recruitment cycle from 16 to 8 weeks by rehauling recruitment systems.
- ◆ Facilitated change management post-Bencon business acquisition by developing and reinforcing standardized HR policies and strategies.
- ◆ Increased female leadership from 35% to 50%.
- Rated as the Best HR Business Partner for UK and Ireland.



As a result of these efforts, I contributed 50% of the total revenue growth in the UK and Ireland regions.

Head of Organization Development *at British Dutch Tobacco Botswana* 2005

Led the Organizational Development department through a 3-month contract aimed at improving talent management, learning, culture, and leadership. Oversaw strategic planning and implementation for facilitation of succession planning and the career management process.

- ◆ Inculcated a performance-based culture by re-vamping the annual appraisal system. Brought employees into the process, working with them to determine their targets and to set organizational expectations. Providing on-going feedback and recognition for good work. Implemented a "Growth Academy" and several e-learning tools.
- ◆ Developed and launched the company's Management Trainee Program. Surveyed employees before creating a 15-point agenda for MTO's. Created and presented training and orientation programs to MTO's.

As a result of these efforts, I improved overall employee productivity by 15%.

Global Talent Manager *at Monodriver PLC, UK* 2003 - 2005

Talent management partner for Asia region with 40K employees. Developed and implemented new global HR, career development, and performance management solutions with the Global HR Expertise Team. Launched PeopleSoft 8.3 while unifying all HRMS systems. Implemented merit-based talent acquisition as a best practice.

- ◆ Worked with 10-member team and HR Director to implement organizational strategies. Facilitated acquisition of Best Foods, a large scale international company. Oversaw and managed all aspects of merger, including change management.
- ◆ Implemented a new global e-recruitment tool to improve workforce pool. Prioritized global MBA recruitment from recognized institutions.
- ◆ Led the HR Transactional Services Outsourcing team through Global HR Data Integrity Review project and Simplification of Global Performance Management Process project to maximize productivity.

As a result of these efforts, employee satisfaction went from a paltry 21% to 78% in my the Asia region.

EDUCATION

Horizon Leadership Program	<i>Harvard University</i>	2012
Business Awareness Program	<i>University of California, Berkeley</i>	2010
MBA	<i>London School of Economics</i>	2005
BE Honors (Civil Engineering)	<i>London School of Economics</i>	2003

This client had plateaued in his current position and was looking to develop his skills further by targeting a more strategic position within his field. However, he couldn't find more than a handful of such positions in the entire country of Botswana, and wanted to expand his horizons by looking for jobs in other countries. His resume, he said, should reflect his core skills and accomplishments in a way that would be appealing to international recruiters, specifically recruiters in the Malaysia and Dubai. These recruiters, he told me, would be uploading his resume to Applicant Tracking Systems, so it was imperative that we used as little formatting and "fluff" words as possible.

I interviewed Richard, and it became obvious that he propelled whatever organization he was leading to become a better version of itself, whether that meant higher rankings, greater market shares, or happier employees. I highlighted these by italicizing the bottom-line result under each experience.

In keeping with his requirements, I created a simple, keyword-heavy resume after researching his target organizations and the language they used on their websites. I kept the formatting down to a minimum, but threw in a few graphs so that when he sent his resume out throughout his extensive network, his impressive achievements would be immediately noticeable. I used a traditional resume format and used tabs for the skills section instead of a table, to keep the resume as easy-to-read by software as possible.

Establishing his "role" in the top section of each professional experience, and then defining his strategies and accomplishments helped build a strong narrative structure without compromising the resume's traditional look and feel.