

Kröger | HR Consulting – competence profile

Human Resources Manager & Consultant  

Consulting	C-Level, 2nd and 3rd management level
Industries/Sectors	mechanical engineering, textiles, energy supply, public transport, call center outsourcing B2B/B2C, IT services B2B, personnel services, automotive, adult education, retail, military administration
HR disciplines	projects (e.g. digitization) performance management/ labor law (individual/collective), recruiting, employer branding, HR marketing, social partners management, personal/organizational development, Training/Coaching
Education	Master Professional of Business Management (CCI) Bachelor Professional of Human Resources (CCI) Trainer Accreditation TMS® (Team Management System) Certified payroll clerk (SAP R/3 HR V4.6)
Employee Leadership	> 15 years, up to 40 employees
Languages	German – mother tongue English – business fluent (B2 Level CEFR)

Association member

DDIM.
Dachgesellschaft Deutsches
Interim Management e.V.

d DEUTSCHE
INTERIM AG

 DGFP



Labor law individual/collective

Achievements

Employment documents

Creation/updating of employment contracts for managing directors, employees, students and trainees. Creation of work instructions, warnings, terminations and termination agreements. Preparation of Dutch employment contracts in cooperation with a Dutch lawyer.

Ensuring legally compliant documents to avert fines or reduce other monetary claims (e.g. severance pay). Successful implementation of EU Directive 2019/1152 (amendment NachwG) as project manager. Legal certainty according to Dutch labor law.

Separation management/court hearing/social plan

Power of attorney to issue notices of termination and negotiation/ conclusion of termination agreements, legal representative in labor court disputes. Calculation of severance pay.

Legally secure separation of employees with a harmful effect on the workforce, permanent low performers or long-term sickness by termination or settlement agreement. Cost reduction in the 6-digit euro range. Creation/negotiation of a social plan for approx. 300 employees.

Operating agreement/regulation agreement

Creation and negotiation of company agreements with social partners such as the works council and representatives of the severely disabled.

Ensuring legally compliant and trusting cooperation. Avoiding and reducing opportunity costs or fines. Reconciliation of interests (compensation for intercontinental travel) and remuneration for on-call services. Process development and roll-out of a company-wide process instruction for cooperation with the representation for severely disabled people (inclusion agreement). Development/introduction of operational integration management (BEM). Creation/negotiation of a works agreement for the introduction of an ATS.

Collective agreement

TV-N (ASEAG) | GWE (STAWAG) | Intex e.V. | Federal Salary Law (military tariffs)

Classification salary group, change of salary group, adjustment of the job description.

Successful negotiations with the works council regarding the adjustment of the job description and/or the classification.

Employee and organization development

Achievements

Leadership/Human Resources Management

Responsibility for the professional and character development of employees (team size up to 40). Application of scientific methods for determining work preferences (TMS) and behavior analysis (Thomas International). Design and implementation of team workshops. Cooperative, integrative management style based on W. J. Reddin (3D model). Advocate of the Gallup study.

Organizational Development

Establishment of a recruiting department with 3 employees in a group. Establishment of a technical branch at the Cologne location with 1 employee, including the creation of a business plan with sales responsibility for EUR 1.2 million per annum. Organization of a staff service department with < 60 employees. [Take notice of my following project-/change-management overview](#)

Trainer

Clients: TÜV NORD Academy, VHS, AAS GmbH
Development of training concepts and seminars on customer request with a focus on leadership, employee motivation, communication, rhetoric, conflict management, team development and public relations

Development of an HR generalist to take over responsibility for the HR business at one location. Training of an HR generalist in the field of labor law for the independent application of individual personnel measures. Transfer of own mandates to junior recruiter after 6 months. Further development of a consultant with 100% target achievement and independent management of key accounts. Development of a recruiter to ATS administrator and key user. Promotion and further development of non-commissioned officers for the change to an officer's career.

Successful management of shareholders and stakeholders to ensure smooth cooperation in just 3 or 6 months. Target achievement > 100%. Ensuring the structural and process organization including external interfaces. Successful establishment of more than 10 group-wide Projects: e.g. implementation ATS/Time-Tracking-System, payroll outsourcing, manager training with focus on leadership, development/negotiation of a collaboration agreement with representation for severely disabled people.

Consistent positive participant ratings between very good and good. Positive references from training providers/clients.

Recruiting/Employer Branding

Achievements

Consulting/Concept

Development of a recruiting guideline and KPIs, including process analysis to reduce the response time (end-to-end). Development and implementation of a recruiting/employer branding strategy. SEO optimization of job advertisements/homepage. Development of performance recruiting campaigns (PRK).

Implementation of recruiting guidelines and employer branding strategy for hiring managers/social partners/external service providers. Reduction of time to fill KPI by up to > 50%. Increase application response KPI by up to 100%.

Purchasing external personnel services

Consolidation of the consultant landscape and personnel services, selection of specialized personnel consultants. Blue/white collar, perm, temp, contracting, near shore.

Negotiation of a nationwide framework agreement (temp) and personnel consultancy contracts. Cost reduction in the 5-digit euro range.

Staffing personal & team performance

(classic & active sourcing, direct approach) Occupation in the field of blue/white collar, specialists and executives, freelancers, students, trainees, pupils in the field of IT (software/hardware), sales, marketing, commercial, industrial, engineering. Aptitude diagnostics: development/implementation of assessment centers. Application of scientific methods for aptitude diagnostics (e.g. online assessment).

Mandates: Employees to management since 2006 = > 400 (> 90 per active sourcing). Implementation Xing Talent Manager, LinkedIn Recruiter. Reduction of time to fill KPI by up to 50%, increase of conversion rate KPI by up to 50%.

Employer Branding

Development/design of advertising materials/media to increase employer attractiveness. Development of a network in the education sector (vocational school, chamber of crafts, university). Website design (design, SEO optimization, career portal) and exhibition stand. Development of an employer platform on Xing, LinkedIn and kununu.

Increase in internship requests (students) by 20%, increase in the acceptance rate by 100%, increase in application response KPIs in different channels by up to 100%, kununu.com rating constantly > 3.0.

Recruitment KPI

Development of a KPI system (funnel) for recruiting control and advice for hiring managers. Measurement of candidate experience/journey.

Effective and efficient control of the recruiting process. Implementation of Google Analytics.

Application tracking system (ATS)

Group-wide implementation and administration of the applicant management software Umantis (Haufe), PreScreen and PeopleFluent.

Successful roll-out in the group of companies including (key) user training. Reduction of process duration KPI > 50%. Ensuring German recruiting standards and data protection.

Project-/Change-Management	Client/Stakeholder	Function	Legal Entity/Client
<ul style="list-style-type: none"> Briefing with the hiring managers, determining the required technical and social skills. Conception of a recruiting campaign, direct approach (active sourcing) of suitable candidates, commissioning and management of external personnel services. Conception of an employer branding strategy, such as company appearance in social media channels/platforms. 	HR Director	Kröger HR Consulting Interim Senior Recruiting-Manager	Putzmeister Holding GmbH
<ul style="list-style-type: none"> Recruitment of specialists and executives & creation of an employer branding concept Supporting executives in performance management, incl. preparation of personal individual measures (warning, dismissals, cancellation) 	HR Director	Kröger HR Consulting Interim Senior HRBP	Sany Europe GmbH
<ul style="list-style-type: none"> Development of an HR BP structure including recruitment of an HRBP for an 800 employee company in the corporate environment. Digitization of HR processes. Reduction of personnel costs, negotiation of a settlement agreement with the BR, negotiations with external lawyers, company representation before the labor court 	Managing Director HR Management Works council representation for severely disabled people	Kröger HR Consulting Interim Head of HR	CWS Healthcare
<ul style="list-style-type: none"> Establishment of a recruiting department from concept development to implementation Increase in employer attractiveness (employer branding); Concept creation and implementation Implementation of applicant tracking system Preparation of Dutch employment contracts in cooperation with a Dutch lawyer 	Managing Director Head of HR Works council representation for severely disabled people	Head of Recruiting & Employer Branding	E.V.A mbH
<ul style="list-style-type: none"> Development/implementation of a concept and processes to reduce advance payments Creation and negotiation of a social plan for the Wuppertal location with around 300 employees 	HR Management Works council representation for severely disabled people	Head of HR	Concentrix AG

Project-/Change-Management	Client/Stakeholder	Function	Legal Entity/Client
<ul style="list-style-type: none"> • Development (strategic/operational) of a recruiting and employer branding strategy (e.g. Xing/LinkedIn, kununu, direct contact) • Selection, configuration and roll-out of a recruiting backend system with deletion concept (GDPR) • Design of the career page and corporate identity (Xing, LinkedIn, kununu) 	Managing Director	michael kröger consulting training Interim Head of Recruiting	Buhl Data Service GmbH
<ul style="list-style-type: none"> • Reconciliation of interests (compensation for intercontinental travel) and remuneration for on-call services • Process development and roll out of a company-wide process instruction for the cooperation with the SBV 	HR-Management, Works council, representation for severely disabled people	HR Business Partner Project Leader	Computacenter AG & Co. oHG
<ul style="list-style-type: none"> • Introduction of global recruiting software for Germany • Negotiation of a nationwide framework agreement with a personnel service company • Development, introduction of operational integration management (BEM) 	HR Management, works council	Personnel Officer, Project Leader	SPECTRO Analytical Instruments GmbH
<ul style="list-style-type: none"> • Development/implementation/evaluation of training concepts (leadership, communication, rhetoric, public relations) for • Process and organizational development (recruiting) for 	Clients	michael kröger consulting training	TÜV Nord, AAS, VHS COMCAVE Recruitment Services GmbH
<ul style="list-style-type: none"> • Strategic/operational development of a branch including organizational and Process development for the Cologne location • Implementation of a new front office system 	Management	Senior Consultant Project Leader Key-User Cologne	Kelly Services GmbH
<ul style="list-style-type: none"> • Payroll outsourcing • Implementation of a self-service system/workflow management 	HR Management, Works council	HR Specialist Project Leader	RLE International GmbH
<ul style="list-style-type: none"> • Development/implementation of a concept for management development and recruit training • Implementation of automated time recording in the department • Conceptual creation and design of the agency's homepage 	Person of trust, staff council	Sergeant Major, Project Leader	German Armed Forces



Your Business-Partner for

Employee management/leadership development/development of high performers

Labor Law - Employee Performance Management (Low Performer)

Labor Law - negotiation with works council (works agreement, social plan)

Establishment/restructuring of SMEs/group divisions, reduction of personnel costs

Organizational development/process/project management, digitalization of HR

(e.g. implementation of recruiting software)

Recruiting/employer branding strategy & concepts

References

SANY Europe GmbH

Frank Schmidt, Director Human Resources & Administration

Putzmeister Mörtelmaschinen GmbH

Matthias Donner Managing Director, CEO PMM/ PMT

(Contact details and further references on request)