

# Jay Garner

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## Summary

Highly experienced board level **HR Director & Business Partner**, with a strong record of leadership and delivery of services in a multi-sited unionised environment; leading projects and motivating high performing teams. Focused on organisational, personal and culture development issues; restructure, building a learning culture, review and implementation of employment policies and business planning to improve organisational effectiveness and facilitate change; working closely with key internal and external stakeholders in line with business strategy.

## Core Competencies

- Implementation of a modern leadership style/structure and to achieve productivity improvements and cultural change through cross functional projects and team working.
- Facilitating a major culture change project to promote organisational and individual learning through joint Company and employee initiatives.
- Driving 'Transformation' programme; pioneered the development of multi-functional teams to achieve improved communication structures. Managing for Profitability, Customer Service and Productivity.

### JACOBSON LIMITED, Welshpool

August 2001 –Present

Part of the UniGroup, international manufacturer of food products. Annual turnover £180m

**Head of Human Resources** – Responsible for leading a team of HR management professionals and support staff. As part of the senior management team, accountable for the provision of a full HR service to industrial operations at Fairdale site that employs around 1100, unionised, employees. Responsibilities include leading and co-ordinating all site pay and restructure negotiations and managing the development and implementation of innovative HR policies, new working practices and modern organisation structures.

- Developed an HR strategy linked to business and industrial operational goals.
- Implemented performance management and development processes for all staff.
- Improved flexibility of labour resource to deal with changing seasonal demand.
- Developed a "business partnership" approach to the management of ER issues.

### UBS LIMITED, Colchester

June 1998 – July 2001

A division of US Levers Inc., a worldwide developer, manufacturer and service provider of chemical treatment technologies. Annual turnover (UK) £150m

**Human Resources Director** – Responsible to Managing Director for the development and implementation of effective Human Resources policies and procedures in a highly acquisitive US business with 2000 employees and over 20 operating units based in the UK, Ireland and Scandinavia. Providing the European Vice-President and management with full HR support in acquiring and integrating newly acquired companies and driving through major restructuring programmes.

- Restructured Pensions, Permanent Health and Private Health Insurance provision resulting in significant cost savings, improved benefits and reduced administration.
- Developed and implemented a programme to harmonise of benefits and terms of employment achieving enhanced labour flexibility and mobility.
- Implemented Recruitment, Relocation, Redundancy and Administrative procedures to achieve business objectives, best practice, consistency and ISO/legal compliance.

**EXCEL STANDARD (UK) LIMITED****1985 – 1998**

A division of American Standard Inc., a world leading designer, manufacturer and supplier of domestic bathroom products. Annual turnover (UK) £80m

**Group HR Manager** – Responsible for the commercial performance of the business through the effective management and development of 1,000 unionised employees across three sites. Provided full HR support to the Chief Executive and management team in driving through change programmes. Also led a number of broader business initiatives as Change Management and Communications Champion.

- Led introduction of profit related pay (PRP) to 1,000 employees across three diverse sites and within a challenging industrial relations environment. Achieved labour cost savings in excess of £430,000 p.a.
- Developed and implemented flexible manufacturing programme (Demand Flow Technology). Personally led implementation teams, managing major changes in working practices, payment systems and manufacturing systems.
- Achieved 25% headcount reduction without industrial unrest in a heavily unionised environment. Managing for Quality.

**MARKALL SYSTEMS LIMITED.****1982 – 1985**

Labelling and marking equipment manufacturer, 300 staff: five locations throughout the UK.

**Senior Personnel Officer** – Managing the Personnel Department, site services and industrial relations within a unionised environment.

**ALLSTATE INSURANCE COMPANY LIMITED.****1977 – 1982**

General insurance company, employing 500: 15 locations throughout the UK

**Personnel Officer** – Responsibility for recruitment, administration, payroll, salary administration and training to the development of recruitment, discipline and grievance procedures.

**Education And Qualifications**

Manchester Metropolitan University – **MBA** 1991 – 1994

Manchester University – Diploma in Personnel Management (CIPD) 1979 – 1981

University College, Cardiff – Degree in Business Administration 1974 – 1977

St Werner's College, Altrincham – 7'O' and 3'A' levels 1966 – 1974

**Personal Information**

Married 2 children

Excellent health

Full Driving Licence

British