

Curriculum Vitae

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Summary

- HR leadership, HR strategy execution and value creation for business.
- HR development, operations and administration covering entire employee HR life-cycle.
- HR IT responsible, IT management and IT support. Experience in digitalisation and automation.
- Culture change, revitalisation and spawning thriving engagement in area, teams and managers.
- Engineering background, production maintenance and utilities, technical support, facilities operation.
- Business and staff support leadership covering Project Office, IT, Health & Safety, Environment etc.
- Process optimisation and practiced in Lean tools. Efficiency benefits from driving multiple projects.
- Offshoring and globalisation experience with culture and diversity insights. Worked 3 years in India.

Experience

2021- Head of Human Resource
Crossbridge Energy, Fredericia (Formerly: A/S Dansk Shell)

Continuation of previous position and additional tasks/responsibilities:

- Leadership of HR in Crossbridge Energy and member of Senior Leadership Team.
- Executive support and trusted advisor of CEO.
- Driver of HR Operations and HR Development of organization and leadership.
- HR strategy development and execution, HR process development and optimisation.
- HR operation covering entire employee life-cycle.
- Optimization of effective HR processes, systems and HR IT platform.
- Mentoring og leadership sparring, mediation.
- Talent Management, recruitment, profiling and testing, onboarding and offboarding.
- Organizational Review and development, leadership developer and facilitator.
- Strategic competence development, Learning & Development, LMS implementation.
- Performance Management, goal setting, appraisals and incentives.
- Compensation, Rewards & Benefits, job evaluation, career paths.
- HR policies and employee handbook, policy updates, including terms and conditions.
- Collective local agreements, shop steward cooperation, work council facilitation.
- HR projects, e.g. Divestment, Whistleblower, Work From Home setup, Sharepoint.

2020-2021 Head of Human Resource
Dansk Shell, Shell Refinery in Fredericia (Later: Crossbridge Energy)

Responsibilities and results:

- Member of senior management, head of HR team.
- HR operation and administration, including payroll, HR IT etc.
- Strategic Workforce Optimisation, workforce reduction.
- Recruitment and workforce planning.
- Collective Labour Agreement negotiation.

2018-2020 Head of Human Resource

Global Business Services, Novo Nordisk (India)

Responsibilities:

- HR service delivery, HR strategy execution and alignment with corporate CoEs.
- Talent Acquisition and Recruitment, Onboarding, Performance Management, Learning & Development, Talent Management, Mobility & Rewards, Compensation & Benefits, Organizational Development, Employee Data Management, Reporting & Analytics.
- Professionalizing operations, efficiency improvement and service delivery.
- Globalizing HR Services, ramp-up and long-term development of the unit.

Results:

- Revitalization and unit culture impact as global unit from focused strategic initiatives.
- Business processes updated in unit and in leadership team, aligning to new objectives.
- 25% increase in customers and bigger scope.
- Quality of service improvement with 50% fewer errors and increases effectiveness.
- 10% increase in customer satisfaction assessed by primary stakeholders.
- 99,9% timeliness in service deliveries matching best-in-class industry levels.
- Resource utilization improvement and load balancing enabling 10% more tasks.
- Performance increase enabled from introduction of new strong feedback process.
- Low 2% unwanted employee turnover as best-in-class.
- Process optimization and automation of specific tasks to be 80% executed by IT bots.
- Leadership team development and stronger performance by managers and team leads.
- 100+ employees certified through task focused competence development program.

2016-2018 Director, Business Support

Global Business Services, Novo Nordisk (India)

Responsibilities:

- Business development and business strategy execution with setup of units.
- Portfolio management of global offshoring projects to transition tasks.
- Operational excellence, Lean process optimization and competence development.
- IT infrastructure projects execution and IT support supporting rapid growth.

Results:

- 50+ new employees and 2 new business units, i.e. Supply Chain and Marketing.
- Facility management during strong growth, e.g. additional floors and new IT backbone.
- Business development projects, e.g. offshoring toolbox guide, Value Creation guide.
- Commercial Summit host and facilitator with senior EVP management participation.

2015-2016 Senior Manager, Human Resource

HR Process Support, manufacturing, Novo Nordisk (DK)

Responsibilities:

- HR process development, service operation across functional areas in manufacturing.
- Recruitment and candidate assessments on senior level and process support.
- Training coordination internationally of global course portfolio.
- HR analytics and data reporting.
- HR IT and LMS system ownership and advisory board for business applications.

Results:

- Offshoring of HR processes to India, frontrunner and establishment of methodology.
- Talent development acceleration through coaching and on-the-job training.
- HR analytics optimisation and reduction through enhanced standard reporting.
- Balanced Scorecard anchor within HR across manufacturing area.

2010-2014 Senior Manager, Human Resource
Corporate University, manufacturing, Novo Nordisk (DK)

Responsibilities:

- Operational management and delivery of learning activities to 14.000+ employees.
- Learning activities development and global roll-out of cross-organizational training.
- Training specialist's guidance in developing and applying blended learning methods.

Results:

- Corporate university establishment and global one-point-of-entry training portfolio.
- Change management and organizational optimisation to deliver more with fewer.

2004-2010 Senior Manager, Business Support
Insulin API production, Novo Nordisk (DK)

Responsibilities:

- Business support for manufacturing site, including training, cGMP quality, safety etc.
- Facility maintenance and services of production equipment, buildings, utilities etc.
- Leadership representative assuring regulatory requirements and certifications.

Results:

- 10 mDKK saved and capacity increased from Lean Value Stream Mapping.
- Establishment of service centre in CMC unit (Lean Black Belt project).

2000-2004 Head of Department
Chemical Operations & Maintenance, H. Lundbeck (DK)

Responsibilities:

- Technical operation and maintenance of production facilities, utilities and buildings.
- Business support and internal facility services, i.e. training, IT support and security etc.

Results:

- Upgrade of unit improving organisation, competence development and infrastructure.
- Strategy for operation and maintenance established and new methods implemented.

1995-1999 IT Manager and Senior Consultant
Tieto Enator Consulting (DK)

Responsibilities:

- IT responsibility with development, operation and maintenance, internal hotline etc.
- Consulting and project management for clients, e.g. LM Ericsson, Adtranz, OK Olie.

Results:

- IT strategy established, with implementation of new platform and vendor management.
- System design and development of archive system with integrating to ERP application.

1990-1994 Section Manager and Mechanical Engineer
Cement Division and Minerals Division, FL Smidth & Co. (DK)

Responsibilities:

- Burner equipment, pumps, heat exchangers, gas installations, powder transport.
- Project management, order handling, manufacturing follow-up and sub supplier contact.

Results:

- Design, construction and documentation of heat generator and entire installation.
- Appointed CAD coordinator with superuser responsibilities for AutoCAD environment.

Other occupation and trusted responsibilities

Since 2012 Chairman of the board in ProFacto A/S

ProFacto is a specialised consulting company focused on production planning and production management. ProFacto is a certified Microsoft Dynamics NAV partner.

Responsibilities:

Leadership guidance, support and challenge the management team in the company in their development of organisation, business strategy and execution.

Results:

- Growth ambitions enhancement and establishment of company development.
- Of-the-shelf products kickstart based on previously delivered solutions.
- Branding and marketing strategy definition to strengthen market position.

Primary Education

2003-2005 Executive MBA, SIMI (Now CBS)

1986-1990 Mechanical Engineering, B.Sc., University of Southern DK

Secondary Education and Courses (excerpt)

HR

2021	Personalejura for HR, Dansk Industri
2016	Recruitment, certification in personality profile and aptitude test, Saville
2013-2014	ATD Conference, Talent Development, Blended Learning
2012	Learning Management System, SuccessFactors
2010	High Impact Learning, Novo Nordisk
2006	Health, Safety and Environment for managers, Novo Nordisk
2006	DiSC: Organizational and team development, certification in personal profile test
2005	Labor law for managers, Novo Nordisk

Leadership and Management

2018-2019	Leadership next step program (Director/VP level), Novo Nordisk
2009	Experienced managers program, Novo Nordisk
2007-2008	Supply Manager Academy, Novo Nordisk
2003	Lundbeck Management Development Program, H. Lundbeck
2002	Situational Leadership (Blanchard), H. Lundbeck
2002	Coaching for Managers and NLP Practitioner, Feldstedt Consulting

Process Optimisation, LEAN and Six Sigma

2007	Black Belt (7 months training and application), Novo Nordisk
2004-2005	cLEAN® Academy, Novo Nordisk

IT courses

1999	IT Manager training, Niveau
1995	Advanced Computer Studies (Diploma Programme), Niels Brock Informatik

Professional networks (presently)

EGN	HR Strategy & People, Vest
Lederne	HR & Personaleledelse

Additional information

Mentoring	I am happy to act as mentor of both leaders and specialists on request. I enjoy using my experience to support and accelerate people development. I take the task and responsibility seriously and the feedback is that I make a true difference.
International experience	Expatriation to Bangalore, India for 3 years. Many years working in different cultural environments. Throughout career working internationally, e.g. consulting world-wide, workshop facilitation globally and international meetings. MBA assignments internationally and frequent business travelling in all roles. Blog about my stay in India: https://kethmer.wordpress.com/
Language	Danish: Native English: Highly proficient German: Proficient Nordic languages: Understand Swedish and Norwegian
IT	Strong understanding of business applications from experience and from formal training. Worked as IT manager and system developer. High level of skills and knowledge of both front-office and back-office systems.
Leisure time	Motorsport and participating in trackday events, photography, travelling and keeping fit. I like art, enjoy good food and wine together with family and friends. eBook about my sportscar fascination: https://www.kethmer.dk/sportsvogn.pdf
Personal data	Born: 1966-01-21 Married to Lena Kethmer (Department manager, Jobcenter Roskilde) Children: 2 boys, age 26 and 20
Personality	Positive, structured, hardworking, lots of energy, inspiring people, team oriented, collaborate well on all levels, relation-building, versatile, analytical, trustworthy.