

## PAUL DUNCAN

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Chartered Fellow, CIPD  
BA Hons (Business Studies), Leeds  
BPS Levels A & B Occupational Assessment  
ASHRIDGE - Organisation & Management Development  
INSEAD - Senior Management Development  
GEC ALSTHOM INTERNATIONAL Executive Programme

Fellow, Royal Society for the encouragement of Arts, Manufacturing and Commerce;  
Member, MENSA  
School and College Governor  
Training and Enterprise Council, Board Member  
Director, Project for the University of Lincolnshire Company Vice Chairman, British  
School of Paris Society

### PROFILE

Chartered fellow of the CIPD possessing extensive experience at board level in international multi-site operations in a number of different sectors including the public sector.

Commercially focused, able to relate across an organisation turning theoretical concepts into practical, cost beneficial actions whilst ensuring that all the stakeholders remain committed to the organisation's objectives.

- Over 15 years board level participation in major divisions of global businesses.
- Leading pan European cultural and organisational change programmes, including integration following acquisitions.
- Specific Organisation and Management Development Expertise.
- Development and Implementation of compensation schemes for all levels of staff.
- Significant European experience, including living and working in France for four years.
- Strong pragmatist, providing both a strategic and 'hands-on' HR service to multi-site operations.
- Excellent Negotiator - working with Trade unions at Local, National and European level.
- Qualified as Occupational Assessor.
- Undertaking HR due diligence both for acquisitions and disposals worldwide.
- Experience in both public and private sectors
- Planning and monitoring skills development for senior management.
- Coaching and mentoring of employees at all levels.
- Managing, within the IIR portfolio, industrial relations, site and engineering services, IT and property.
- Strategic and "fresh approach" thinker combined with a focus on implementation to timescales.
- Development/Implementation of Shared Services and Business Partner concept (Ulrich model).
- Leads people, manages processes.

## EXPERIENCE

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01/2007 - 07/2007

### **FLYBE**

Interim Senior Business Partner  
Europe's leading low fare regional airline

#### **Reason for appointment**

Continued growth and the acquisition of BA Connect from February 2007 saw Flybe double in size to become a £600m+ business with the IIR issues of integrating the new workforce and preparing the Business for future growth. Opportunity to undertake a hands-on role to refresh experience of TUPE and related issues.

#### **Key Achievements**

- Integration of Aviation Services staff into new organization without disruption of operation
- Closure of engineering facility on Isle of Man, involving liaison with IOM government departments and dealing with IOM specific employment legislation.
- Guided senior management in how to interact with new Trade Unionised operation.
- Ensured process of rationalization fully compliant with TUPE and properly project managed.
- Aided the introduction of an e- recruitment process initially for pilots.
- Counseled the senior management of the Aviation services function particularly working with the Directors of Aviation services and Engineering on structuring organizations to face new challenges.
- Acted both as counselor and intermediary to aid the integration of the 2 existing cultures. (Flybe owned by family trust acquiring a part of British Airways).

01/2006 - 11/2006

### **POUNDLAND Ltd**

VC backed retailer of consumer products with 150 + stores and turnover of £400m. Interim HR Director.

#### **Reason for appointment**

Departure of previous incumbent in difficult circumstances at crucial time.

#### **Key Achievements**

- Stabilised HR function departure of predecessor including elevating HR function to direct report to CEO from reporting into Finance Director.
- Worked closely with Chairman to handle significant and delicate ER issues at Director and Senior Management Level
- Introduced online HR policy and procedures system.
- Developed recruitment procedure to ensure fairness and introduced e-recruitment.

- Established Preferred Supplier List for all consultants.
- Introduced new incentive scheme at Area and Branch Level
- Introduced new performance management at Director and Senior Management Level
- Incorporated Payroll and Health and Safety into HR function
- Established Health and Safety on a "professional" basis and on Board agenda

09/2003 - 07/2005

### **TRANSPORT for LONDON, London**

Responsible for both infrastructure (roads, bridges, waterways), and transport (buses, tubes, London rail taxis, minicabs), congestion charging and enforcement in London.

#### **Head of Human Resources, Surface Transport**

Surface Transport is the lead authority in London for the road network - directly responsible for the roads and infrastructure in the city and the major A roads throughout Greater London plus Congestion Charging, London Buses. Public Carriage Office (licensing and knowledge for black cabs and now minicabs), transport management and enforcement. Employing 4,000 people and contracting bus services (20,000 bus drivers).

#### **Reason for appointment**

Decision to develop Shared Service Centre

#### **Key achievements**

- head the transition to a shared service arrangement.
- Developed the Business Partner concept in the operation.
- Integrated staff from 4 different government departments.
- Reviewed the confused TU arrangements and negotiated 5 separate recognition agreements.
- Introduced new Performance management System at senior level
- Lead a major change project in the Streets Directorate to address implications of Traffic Management Act 2004.

## EXPERIENCE

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11/2000 - 04/2003

### **JEWSON LIMITED, Coventry**

The UK's leading Builders Merchant, acquired by Saint Gobain in March 2000. 593 UK branches; T/O £1.5bn; 10,000 employees.

#### **Human Resources Director**

Member of the Board, with general responsibility for the Company's strategy and trading performance. Specific responsibility for all HR and Training services to the branch network and HR strategy. Managed a team of 54 and a budget of £9M.

#### **Key Achievements**

- Communicated and validated the Company's core values and introduced a new appraisal system (360) around these core values.
- Fully developed a new succession planning strategy.
- Reduced Branch management turnover from 18% to 10% by better communication and development plans.
- Led the implementation of HRIS (Peoplesoft) supporting all employees with multi-site access.
- Improved customer service by redirecting resources from 'back office' to 'front line' customer facing activities. Reduced overall headcount from 1100 to 975 mainly by natural wastage.
- Introduced new company bonus schemes for 2003 incorporating ROACE and team measures. Upgraded methods of recruitment and selection for senior management roles.

1997 - 2000

### **ALSTOM INDUSTRY SECTOR, Paris**

Large international group of engineering business with a T/O of Euro 2.3 billion-, 16.000 employees in UK, France, Germany, USA, Belgium.

#### **Senior Vice President, Human Resources**

Responsible to the Sector President for leading the HR function across 7 international Business Groups. Based in France. Additionally, a statutory director of 3 French companies within the sector.

#### **Key Achievements.**

- Managed the complex people and cultural issues when the company acquired CEGELEC in June 1998.
- Introduced comprehensive succession planning at "cadre level" for all groups despite local issues.
- Initiated and led a project team at ALSTOM level to identify characteristics of an ALSTOM Leader.

## EXPERIENCE

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- Working closely with Sector President managed the disposal of significant non core businesses in UK, France, Germany and USA ensuring that interests of employees were a major factor in determining purchaser.
- Led international team of HR professionals recognising country specific issues

1996 - 1997

**GEC ALSTHOM POWER GENERATION DIVISION, Paris**  
Global power generation business with a T/o of Ecu 4.0bn, 24,000 employees.

**Director, Organisation and Management Development**

Responsible for the development of senior employees worldwide. Led a major initiative "Performance Enhancement Process" for the top 300 employees, which involved the identification and evaluation of leadership competencies and personal objectives. Subsequently extended this to include individual development and succession plans.

1994 - 1997

**GEC ALSTHOM, POWER PLANT GROUP (overlap with above role)**

The contracting arm of the Power Generation Division involved in building and project managing new power stations.

**Human Resources Director**

A 'corporate' strategic role, with responsibility for HR issues in 5 separate national Units. A specific focus on developing international project teams.

1991 - 1994

**GEC ALSTHOM, GAS TURBINE AND DIESEL DIVISION**  
**Human Resources Director**

Managed all HR policies and initiatives within an ECU 1.0bn business. 7000 employees in UK, France, Germany and USA.

1988 - 1991

**GEC ALSTHOM, EUROPEAN GAS TURBINES**  
**Personnel Director**

Led a major change initiative "Generating a Future Together", resulting in a more flexible working pattern within a highly unionised environment.

**RUSTON GAS TURBINES Personnel Manager**  
**DOWTY GROUP**

Personnel roles across 3 different business units