

Perle Liebmann
Project/Programme Management – HR Transformation & Change Specialist
PMP®, Prosci®, Black Belt - Lean Six Sigma & Lego Serious Play® Facilitator certified

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PROFESSIONAL EXPERIENCE

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- Bank of Ireland (12,000 employees) – Bank & Financial Services** Dublin, Ireland
Group HR – HR Transformation Programme Manager Since January 2016
- Implement a Business Process Management Programme to improve HR efficiency, reduce HR costs and enhance employees & managers experience for the following scope: Recruit, On-board & Release (Scope 1 - Saving Identified: 2 million & 15 FTE), Develop & Retain (Scope 2 – Saving Identified: 2.4 million & 20 FTE), Perform & Reward (Scope 3), Time Management & HR Queries (Scope 4)
 - 75 improvement recommendations identified, whose standardization & automation of new joiners processes (Amris), digitalization of contract production (DocuSign), on-boarding process standardisation, learning ecosystem revisited and LMS system rethought (CornerstoneOnDemand)
 - Provide project management support (coaching sessions to other HR teams) and organise team building events (Lego workshop, Street Store Initiative)
- Bank of Ireland (12,000 employees) – Bank & Financial Service** Dublin, Ireland
Group HR – OCOO Team – Process Design Lead May 2015 to Jan 2016
- Lead the delivery of HR process mapping (~106 processes: Recruitment, Talent & Succession Planning, Learning & Development, Performance & Reward, International Mobility, Fitness & Probity, Contracts, Payroll & Tax, Leavers, Time Management...) & define BPM programme to standardize and transform HR processes for more efficiency
 - Support the Group HR Manager with the delivery of the strategic agenda (identify & analyze business requirements and provide recommendations, work on the HR IT strategy, design HR dashboards, Career Portal roadshow support, advice on HR trends)
 - Provide project management support (project management information session & coaching to team members, status report & weekly meeting)
- Trinity College Dublin (3,000 employees) – Education** Dublin, Ireland
HRIS Department – HRIS Project Manager Nov. 2014 to April 2015
- Implement project management methodology in the HR department
 - Plan all HRIS projects for 2015 (line management project, automate HR forms, manager toolbox, training system)
 - Define projects framework (project charter, project plan management, schedule, cost, budget, communication plan, test...)
 - Animate workshops to design processes and list functional requirements with internal (HRBP and managers) and external stakeholders (IS, Finance partners, School administrator, head of schools and hiring managers) to automate HR forms (workflows & notifications)
 - Design functional specification and communication documents (user guides, handbook, email...)
- Lunalogic (80 employees) – Consulting, Bank & Insurance** Hong-Kong, Rep.of Hong-Kong
HRIS Department (Natixis) - HR Senior Consultant (Freelance) Jul.to Nov. 2014
- Design As-Is & To-Be HR processes for the Asian Hub (600 employees)
 - Define business needs & functionalities, prepare RFP documents and select HCM for the Asian Hub (10 countries)
 - Define HCM core model processes (Workday)
- Global Green Growth Institute (120 employees) – International Organization, Climate Change** Seoul, South Korea
HR Unit – HR Project Manager and team leader (Senior Consultant - Freelance) Aug.2013 to April 2014
- Design & implement GGGI's talent management strategy (including software implementation, process workflows, change management, organizational structure)
 - Create job descriptions for all GGGI employees (~ 110)
 - Develop & implement HR budget (salary, benefits, training, other HR costs, headcounts and recruitment plan)
 - Design As-Is HR processes (compensation & benefits, talent management & training, recruitment, visa & immigration, exit)
 - Assist RFP process to select an ERP (SAP, Oracle, Unit4, Levtech) - Member of the procurement committee
 - Oversee updates of staff rules and compliance with law (visa, immigration, staff rules & regulations, onboarding & exit)
 - Manage HR team (6 HR officers: payroll, recruitment, reporting, training & talent management, administration)
- 21st Century Learning International (5 employees) – Start-up, Education** Seoul, South Korea
Training & Administration Unit – HR Consultant (Freelance) May to Aug. 2013
- Organize the PE Geek Australia Tour (Canberra, Perth, Brisbane, Sydney)
 - Maintain and update CRM
- The Aparecio Foundation (10 employees) – NGO, Education** Chicago, USA
Mentoring, Research & Development Department – HR Project Manager Feb. 2011 to Aug. 2012
- Design and launch mentoring programs (benchmark, design processes, partners selection, budget)
 - Design communication tools (best-practices, user guides, newsletters, communication, training support)
 - Write professional thesis ('Impact of social entrepreneurship in reducing social equalities in French schools')
- Societe Generale (~ 150,000 employees) – Bank & Financial Services** La Defense, France
HR Project Management Department - HR Business Analyst & Project Manager (HRIS) Oct. 2006 to Jan. 2011
- Initiate & Plan projects: Design project charter, collect & analyze requirements & needs, design project management plan (planning, budget, change & communication management, risk management, escalation procedures...)
 - Execute & Close projects: write specifications, define core models, define test plan & manage functional tests and bugs
 - Manage Change Management: design communication supports (handbook, user guides, memo, training booklet, procedures, online help files...), organize and animate workshops & solution centers with key users and end-users, project wrap-up

- Monitor & Control projects: meeting minute, status report, steering committee, resources management (*budget, timeline and team members*), manage change requests

Type of projects supported: Map As-is learning processes and design To-be processes applicable to the whole Group (*France, USA, Romania, India, etc.*), Implement LMS (*160,000 employees, worldwide*) & define in collaboration with CSOD how to adapt the LMS to French regulation, Design the new Learning operational model in France (*up to 300 officers*), Manage regulatory projects (*DIF, compensation for tutors, OPCA,...*)

Societe Generale (~ 150,000 employees) – Bank & Financial Services

Bucharest, Romania

HR Project Department – HR Project Coordinator

Aug. 2005 to Sept. 2006

- Define HR communication strategy (*integration and compensation kit, open day, satisfaction survey, HR booklet*) & redesign of HR documents (*evaluation interview, satisfaction survey, recruitment questionnaire*)
- Design of HR processes and participate in the selection of a new HR Information System
- Design and implement HR dashboards and social auditing

Parisot Group (~ 1,900 employees) – Industry, Manufacturer in flat pack market

Bucharest, Romania

HR Department – HR Specialist

March to July 2005

- Audit the HR offices (4) in Romania in order to standardize HR processes, policies and tools (*reduce staff turnover & work accident, improve performance, improve internal customer satisfaction with HR department services*)
- Implement & monitor the Performance Development Plan Review (PDP)
- Implement an objectives-based management system
- Manage learning courses & HR communication

Lafarge Mortiers (~3,000 employees) – Industry, Industrial Mortars (now ParexLanko)

Issy-les-moulineaux, France

HR Department – Training Manager

Sept. 2004 to Mar. 2005

- Collect & analyze business and individual learning needs, Analyze and prioritize learning needs according to Lafarge Mortiers strategy, Define learning budget, Implement & manage learning plan, Select learning external providers, manage learning logistics (*registration, notice, short-term and long-term reviews*) & analyze learning assessments
- Implement internal learning sessions, organize and animate induction sessions for new employees
- Manage regulatory projects (*DIF, FORCEMAT, CIF, apprenticeship tax management*)

Thales Airport System (~65,000 employees) – Defense Industry, Airport Solutions and Navigation Systems

Elancourt, France

HR Department – Training & Recruitment Assistant (internship)

Oct. 2003 to Sept. 2004

- Manage learning logistics for management & technical courses
- Manage learning reimbursement (*CIF, FORCEMAT*) – (*French law*)
- Manage internship recruitment (*collect business needs, design & publish open positions in relevant websites, pre-screen & establish short-list, support manager during interviews, manage contracts for successful candidates*), follow-up induction and performance management (~150) for Thales Airport System's interns

Bernard Krief Resources Humaines (~10 employees) - Headhunting company

Paris, France

Headhunting department – Headhunter (internship)

Feb. to Aug. 2002

- Identify client needs, advertise and contact potential applicants to obtain a long list of applicants, manage pre-screening (*CV review and 1st call selection*) & define with senior consultants the short list

CERTIFICATION & EDUCATION

Lego Serious Play Facilitator – The Association of Master Trainers in LSP Method (AvMM)

Sept. 2016

Change Management certification - Prosci

Feb. 2015

Lean Six Sigma, Black Belt certification - Aveta Business Institute

Apr. 2014

PMP Certification - Project Management Institute (PMI)

Jun. 2013

Master's Degree in Project Management (with honors) - Ecole Centrale Paris (ECP)

Nov. 2010 to Dec. 2011

Master's degree in « HR management and business organization » (with honors) - (ISG Paris)

Sept. 2002 to Jul. 2004

OTHER SKILLS

Language: French (*Mother tongue*), English (*Fluent*), Spanish (*Beginner*)

Software: Word, Excel, PowerPoint, MS Project, Visio, SharePoint, Outlook

HRIS: Oracle (*PeopleSoft*), Cornerstone OnDemand, DocuSign, Workday, Halogen Software, CoreHR, Unit4 (*Agresso*), INSER formation

INTERESTS & HOBBIES

Shiatsu (*Practitioner Certificate – 1st year*), **Photography** (*1st place - BRD-Romania Photo contest - 2005; Director's special pick - University of Chicago - 2012: <https://internationalaffairs.uchicago.edu/news/photo-contest-directors-pick>*), **Scuba-diving** (*Advanced Level – CNAM ** since 1998*), **Social Involvement** (*Soeur Emmanuelle: School renovation in India (Tamil Nadu, Chennai - 2009), The Aparecio Foundation – 2011/2012*)