



CONSULTANT PROFILE

Tobias Hensel

Managing Director / Consultant

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EXECUTIVE SUMMARY

Senior recruitment professional and business owner with an outstanding track record in headhunting, on-site/in-house recruitment and recruitment management; (interim-) recruitment consultant for globally leading client companies within a mainly technology and engineering-driven international environment, offering strong customer focus and excellent interpersonal and communication skills in multi-cultural settings.

PROFESSIONAL EXPERIENCE

01/2004 to present **Business Owner and Recruitment Consultant**
Althen Hensel GmbH - Recruitment Solutions, Hamburg
(*Recruitment consultancy delivering Direct & Executive Search and Interim & Project Recruitment Management*)

- Direct searching of highly skilled engineering, IT, sales & finance personnel for industries such as transport, aerospace, automotive, power generation and renewable energy
- Executive recruitment consulting, including identification, attraction and assessment of high-profile candidates
- Accountability for all business management matters at Althen Hensel GmbH, including strategy, finance, personnel, operations, marketing etc.

INTERIM RECRUITMENT MANAGEMENT ENGAGEMENTS

12/2015 - 03/2016 **Recruitment Manager**
Stepstone GmbH, Düsseldorf
(*Internet and Online Media, >1.000 staff worldwide*)

- Responsible for the entire recruitment process (screening and evaluation of the applications, performing telephone and personal interviews and hiring the selected employees)
- Development of requirement profiles along with the hiring managers and selecting appropriate recruitment channels



- Direct approach of candidates via appropriate instruments and channels, e.g. networks, social media, database and headhunting

05/2015 - 10/2015

Talent Acquisition Business Partner - EMEA Talent Acquisition

Avaya (via Futurestep, A Korn Ferry Company), Frankfurt
(IT/Telecommunication, > 10.000 staff worldwide)

- Working as part of a professional team of on-site and off-site recruitment specialists, supporting the RPO client with its growth and talent management strategy
- Taking ownership of the recruitment life-cycle for a number of key and high profile business areas, with a strong focus on Direct Sourcing
- Building strong relationships with client's senior business managers and divisional stakeholders such as HR to understand the recruitment needs and requirements
- Providing information to Hiring Managers regarding relevant sourcing strategies, market conditions, candidate availability, salary benchmarks
- Maintaining KPIs and providing the highest data integrity within reporting

08/2014 - 02/2015

Recruitment Manager

Knorr-Bremse Systeme für Schienenfahrzeuge GmbH, München
(Transportation/Trucking/Railroad, > 10.000 staff worldwide)

The Knorr-Bremse Group, based in Munich, Germany, is the world's leading manufacturer of braking systems for rail and commercial vehicles. For more than 100 years the company has been pioneering the development, production and marketing of state-of-the-art braking systems. Other lines of business include automatic door systems, rail vehicle air conditioning systems and torsional vibration dampers for internal combustion engines.

Role: End-to-end management of the recruiting process in accordance with the operational framework to ensure completion to the agreed quality standard.

04/2014 - 08/2014

Recruitment Project Manager

Rolls-Royce Deutschland Ltd & Co KG (via Alexander Mann Solutions), Dahlewitz
(Aero engines, > 1.000 staff worldwide)

Role: Provide vision, leadership and direction to the project team to make sure the project objectives are being understood, and to enable successful and safe delivery of all projects ensuring customer satisfaction and competitive advantage. Manage a recruiting project end-to-end in accordance with the operational framework and Life Cycle Management (LCM) process to ensure completion in time and budget and to the agreed quality standard:

- End-to-end project management, including planning, execution and completion of project objectives in line with the cost, time, scope, and quality targets
- Implement and deliver appropriate project reporting to client and AMS stakeholders
- Coach and lead direct and indirect reports and project team members where applicable
- Use and adapt to the various client and AMS procedures, systems and teams and bridge the gaps between them
- Flag issues and risks to project management team in a proactive and timely manner and suggest timelines and strategies to resolve them



07/2009 - 04/2014

Manager Talent Sourcing – Thermal Equipment & Services EMEA

Balcke-Dürr GmbH (SPX Corporation), Ratingen
(Plant cooling technology, > 1.000 staff worldwide)

- Key objective: Significantly reduce/eliminate the use of contingency and retained staffing agencies
- Report to the corporate Director of Talent Sourcing and work closely with SPX's Human Resources Business Unit Leaders to identify and hire the highest-calibre talent for positions in EMEA locations
- Establish strong partnerships with the Business Unit leaders and influence the sourcing, assessing, hiring process, managing the full recruitment cycle
- Responsible for "full-cycle" recruitment as well as for generating and maintaining strong relationships with hiring managers, candidates and service providers
- Source candidates through conventional and non-conventional recruitment methods, including cold calling, Internet mining and networking, etc.
- Track, manage and evaluate various sourcing channels and 'job boards' used by Recruiting; develop innovative methods of identifying candidates
- Manage multiple recruiting projects at multiple sites simultaneously
- Build relationships with internal clients through open and clear communication, collaborating with the hiring manager to set clear expectations
- Build relationships with a pool of exceptionally qualified candidates and maintain their level of interest
- Advise hiring managers on competitive offers vis-à-vis the internal and external market
- Work hand in hand with the internal HR business leader and manage candidates up until the on-boarding process
- Build & maintain credibility by knowing the line of business and aligning the correct candidate pool with the priorities of the business
- Track recruitment-related metrics using a recruiting ATS

08/2011 - 12/2011

Global Sourcing Manager

AIRBUS HR Shared Services, AIRBUS Recruitment Center (ARC), Toulouse
(Aerospace industry, > 100.000 staff worldwide)

- Key objective: Ensure the short and mid-term availability of relevant candidates against the needs of the relevant AIRBUS Divisions – in Europe as well as for global projects
- Report to the Head of AIRBUS Recruitment Center
- Responsible for 8 direct and 40 indirect reports as well as 15 reports within sub-contracted agencies, working on ARC account; among them senior sourcing experts, pro-active sourcers, supplier managers and team leaders
- Ensure that the ARC clients are provided with relevant candidates against job specification – across divisions and countries – based on KPIs and budget constraints
- Responsible for pro-active and re-active sourcing measures including implementation of a candidate database and application of Lean methodology in sourcing operations
- Optimise the management of external recruitment providers with regards to budget constraints and KPIs
- Continuously optimise the sourcing process against the benchmark
- Lead the Global Sourcing Team & align with the vision and objectives of the ARC

- 04/2009 - 06/2009 **Staffing Manager EMEA**
 Brocade Communications Switzerland Sàrl, Geneva
(Networking Solutions and Services, 4.000 staff)
- Responsible for sourcing, screening and qualifying candidates according to specifications provided by Hiring Manager
 - Conduct daily sourcing activities on a global basis for experienced candidates across all divisions
 - Work closely with the hiring managers to develop and execute a sourcing strategy aimed at generating a flow of qualified candidates for high-priority open positions, and a strong pipeline of future candidates that fit the requirements
 - Cultivate potential candidates for specific requirements and undertake appropriate pipelining efforts by utilising various methods (i.e., networking, referrals, internal database searches, organisational affiliations, online searches, Internet postings, job/career fairs, user/technical groups, cold calling, database management, internet mining)
 - Provide ongoing HR employment support in the area of staffing

- 08/2006 - 10/2008 **Recruitment Manager Executives / Central Region**
 Bombardier Transportation, Brussels SSC & Berlin HQ
(Global leader in rail technology, 36.000 staff)
- Assignment included leading the executive resourcing operations of the HR Shared Services Centre, including six international recruiters, delivering against recruitment targets via Key Performance Indicators (KPIs) ensuring that Service Level Agreements (SLA) are met. These included:
- Acting as the single point of contact to HR business partners for senior positions (mostly Director level) as stated in the SLA (from developing the sourcing strategy to delivering a hired employee)
 - Develop and foster effective working relationships with HR business partners of various divisions as well as with the COE, ensuring a high level of customer satisfaction
 - Resource planning & allocation, performance monitoring & reporting, Performance benchmarking & improvement
 - Ensure development and implementation of a state-of-the-art sourcing strategy (TALEO talent pool, direct search, internet scanning, personnel marketing, recruiting agency, networking in related industries, etc.)

PERMANENT EMPLOYMENTS

- 03/2002 - 12/2003 **HR and Change Management Consultant / Senior Manager**
 ISA Consult GmbH, Hamburg
(German-based management consultancy, 100 staff)
- Project management: Responsible for an EU/ESF Human Capital Development project "Innovative Personalentwicklungskonzepte" InnoPek
- 02/1999 - 02/2002 **Recruitment Consultant / Senior Manager**
 tmp.worldwide executive resourcing (PMM Management Consultants GmbH), Hamburg
(German-based management consultancy, > 100 staff)



Human resource management: Senior management consultant responsible for turnover and results at own profit centre in Hamburg, including responsibility for development of three employees and for the following areas:

- Recruitment/direct searching specialising in information technology and sector-specific professional services and financial services
- HR change management, partly in the context of the post-merger integration of a leading IT service provider to the financial sector

01/1997 - 12/1998

Recruitment Consultant / Manager

pdv Personalberatung GmbH, Hamburg

(German-based management consultancy, > 100 staff)

- Customer acquisition: Prepare and carry out measures aimed at attracting clients and candidates; participate in personnel marketing trade fairs as a company representative
- Project realisation: Develop position-specific task and demand profiles including recommendations for appropriate search strategies; identify, contact and motivate potential candidates; conduct interviews and assess specialist and personal aptitude vis-à-vis demand profiles; prepare and give presentations, advise on decision-making and support contract drafting
- Management of a profit centre: Responsible for turnover and results as well as management and development of two employees

11/1994 - 12/1996

Director

Inlingua INTERNATIONAL, Hamburg

(Global language consultancy, > 1.000 staff)

- General manager of the institute, responsible for commercial, personnel, pedagogical and administrative management including recruiting, employee relations and compensation & benefits
- Development of a corporate customer base: Turned the institute around by establishing a core of regular business customers, maintaining and expanding customer relations as well as negotiating contracts at the executive level
- Company representative: Participation in educational and personnel trade fairs and national events as well as independent development and organisation of trade fair presentations

01/1993 - 10/1994

Continuing training and personnel development consultant

Login GmbH, Berlin

(German-based management consultancy, 30 staff)

- Teaching responsibilities: Economics, business studies and personnel management as well as job search and communication training as part of in-house and/or certified training courses
- Programme implementation: Developed and held continued vocational education courses for job-specific and other adult education
- Project Management: Developed an intensive seminar to prepare applicants for the selection procedure for entry into the German foreign ministry's diplomatic corps

RECRUITING & STAFFING EXPERIENCE

- Requisition Planning: Creation of requisitions coordinating with hiring managers and HR business partners; requisition management using major talent management solutions (TMS) and staffing tools, e.g. TALEO
- Recruitment project planning: Defining goals and schedules, deliverables, tasks and risks, time, costs, quality and resources, roles and responsibilities, stakeholder ownership
- Reporting structure, process & tools: Defining key performance indicators (KPI) and service level agreements (SLA) for continuous monitoring and reporting in project status summaries; organising the project steering committee and all operational project meetings
- Resourcing strategy: Defining the recruiting strategy, including the passive and active sourcing plan
- Recruitment team management: Staffing, training, coordinating and leading a project team of recruiters, researchers, project assistants
- Third-party management: Selecting, contracting and steering headhunting and executive recruitment agencies, media partners, assessment service consultancies
- Passive Sourcing: Setting up an advertisement campaign including job postings, job marketing activities, banner adverts and job casts, across a wide range of channels and platforms, business networks, expert communities, social and print media
- Active sourcing: Setting up direct search activities on major data bases and in business networks, including systematic research, telephone approach, direct mailing campaigns, network sourcing, active referral programmes
- Recruitment process management: Managing the stakeholders and the full operational recruitment lifecycle, from requisition take-in > service level agreement > sourcing activities > pre-selection > phone screening > candidate reporting > hiring manager review > personal interview > references and background check > offer stage > placement, following the respective service delivery model within a modern corporate organisational structure, e.g. Shared Service Center (SSC/SSO), Recruitment Process Outsourcing (RPO)
- Offer management: Involving the HR business partners and hiring managers during the contract negotiation stage

COMPETENCIES & EXPERTISE

Methodologies and consulting competence in:

- Recruitment process & project management
- Direct & executive search
- Behavioural & competency based interview techniques
- Change management
- Team development & team coaching
- Conflict management
- Industry-specific professional and consulting expertise:
 - Engineering & machinery
 - Transportation & aerospace
 - Power, oil & gas and renewable energy
 - Information Technology
 - Telecommunications
 - Financial services

Languages: German (native), English (business fluent)

Software/Tools: MS Office Suite, Outlook, TALEO, VIRTUAL EDGE, SAP E-RECRUITING, TALENMAKER



EDUCATION & PROFESSIONAL TRAINING

03/2003 - 04/2004 **Change Management & Management Training**
CICERO AG, Munich

04/1987 - 12/1992 **Studies of Social Sciences**
Philips University of Marburg / Free University of Berlin
Degree: Diplom Politikwissenschaft (M.Sc. in Political Science)
Majors: Politics, law, economics, English

ALTERNATIVE MILITARY SERVICE

08/1985 - 03/1987 **Orderly on an accident and general surgery ward**
St. Bernward Hospital, Hildesheim

REFERENCES

Andreas Wagner, Head of Human Resources - Aerospace Defense and Marine (TE Connectivity)

Lyndsey Taylor, Head of Talent Acquisition (Mylan)

Michael Virgin, Director HR - Balcke-Dürr GmbH (SPX Corporation)

Stefan Zwingmann, HR Director Central Europe (SPX Corporation)

Andreas Balke, Sales Director Germany, Austria & Switzerland at SPX Flow Food & Beverage (SPX Corporation)

Markus Schumann, Leiter Services Engineering at Knorr-Bremse Systeme für Schienenfahrzeuge GmbH (Knorr Bremse)

(To be contacted directly upon prior consultation.)

Hamburg, May 2025

Tobias Hensel