

To whom it may Concern

I believe that experience, and application thereof, is the key to a successful career. As you review my CV you will notice that I have a broad range of skills and experience that covers numerous industries, however within my profession I have a depth of skill that allows me to fulfill any HR related role competently.

The area of HR that ignites my passion is the development of people, change management and organisational design and development and recruitment and selection.

Just to mention some career highlights, working at both Conekt and Abercrombie & Kent, I honed my generalist HR skills in two very different industries (IT and Tourism). I believe my time there has allowed me to gain experience in the delivery of strong, functional HR skills while growing my management and leadership skills. I have a strong working knowledge of South African Legislation and this was further cemented while working at Conekt and A&K. In addition, due to the nature of the companies and the work I performed for them, I had multiple reporting lines and I had to ensure that I constantly communicated to these reporting lines to ensure a fluid and concise project delivery. Each of these companies presented their own set of unique challenges:

- Conekt went through a leadership crisis and had no corporate culture or brand presence. I was instrumental in the creation of this corporate culture and worked closely with the Directors to create the brand presence. In addition, I created a structured recruitment and selection process and set up relationships with recruitment partners to ensure that we found the right employees.
- Abercrombie & Kent went through a complete organisational restructure on the back-end of the economic crisis. I managed and advised on this project to ensure that we complied with South African legislation throughout this restructure and the redundancies that took place.

I have developed training plans and performance management systems throughout my career for a variety of clients and industries using training needs analyses, interviewing and job growth discussions. From these interviews I have advised leadership on how to motivate and reward employees to ensure we have retention of our employees.

Throughout my career the main skills I have worked with are change management and organisational development. At Outlearning, once a project had been deployed I would work with the organisation in managing the change with their employees and assisting them with any further organisational design or development required to ensure adoption or acceptance of the project. Further to this, A&K was in a state of continuous change for a period of 18 months and we were constantly employing change management initiatives and OD to ensure that the employees were able to adopt and adapt to this change.

After an amicable split from A&K, I spent time consulting to small organisations to assist them with their HR needs, this allowed me the opportunity to work with very diverse small businesses and in addition, I serviced Premier FMCG. These small businesses come with very unique challenges that require creative people management skills to make them effective and efficient. One of my clients, was Premier FMCG (Premier Foods), where I focused my energy on OD initiatives, allowed me to switch gears and work with a bigger pool of people and the unique challenges a corporate has. Working at #CH with the diversified client base, meant I had to be able to address the needs of the client I was dealing with at any one time which honed my multi-tasking skills.

I always aim to keep myself abreast of all new technology platforms to ensure that I am able to use them confidently, therefore, I am proficient in the entire Microsoft Office suite on both Windows (including Windows 8) and Apple Mac. I have an affinity for systems and pick these up quickly. Further to my own personal development, in November 2012, I completed the PRINCE2 foundation and practitioner course to round off my current project management experience. In addition, I will be furthering my education by embarking on an MBA in the future. I have worked on VIP and Payspace payroll systems and am comfortable with running a payroll of up to 120 people.

I look forward to meeting you to further discuss my capabilities and career to date.

Regards

Candace Paul  
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## **Candace-Claire Paul**

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### **Career Accomplishments**

#### **May 2016 - Current | Human Resources Consultant**

#CH Solutions: Self-employed (Customer: Firewater, Conekt, SAHIVSOC, EOH)

- Working closely with my clients to set up their HR departments
- Successfully submitting WSP and EE reports for my clients
- Ensuring retention strategies for the organisations to keep well skilled staff

#### **December 2014 – January 2016 | Human Resources Executive**

The Cyst Corporation

- Setting up of the HR function from scratch
- Organisational design restructure

#### **January 2013 – November 2014 | Human Resources Consultant**

#CH Solutions: Self-employed (Customer: Premier Foods and Black Magic Holdings, Conekt)

- Managing and implementing organisational transformation for Conekt Business Group
  - Implementation of policy and process review
  - Organisation restructure
  - Corporate Culture
  - General HR functions
  - HR strategy development and implementation
- Member of advisory board for EE@Work
  - Advising on HR issues associated to EE and the deployment of this
  - Understand and work with companies to ensure they meet all statutory requirements of Employment Equity Act
- Organisational Develop and Design – Premier Foods
  - Implementation of all HR projects

#### **February 2010 – December 2012 | Human Resources Manager**

Abercrombie & Kent | 31 Harley Street, Randburg

- Project lead in the successful restructure of A&K South Africa – change management and transformation
  - Lead in the process review project to understand and enhance our current processes, procedures and department efficiencies
  - Lead in rolling out the new processes and addressing any change management required for the organisation to accept these new ways of doing business.
  - Successfully negotiated retrenchment packages with affected employees where redundancies have taken place
- Development of social initiatives to create company interaction and revitalisation of the company culture
- Successful close down of the A&K Zimbabwe office
  - Including the retrenchment negotiations with all employees
  - All administration associated to the retrenchment and to the shelving of the business
- Finalist in the Rising Star Awards – Tourism and Hospitality industry ([www.risingstar.co.za](http://www.risingstar.co.za))
- Part of the Global HR team development and implementation of standardised performance management, Values, Talent Management strategies, overseas secondment policies and application thereof
- Successful revitalization of IT within the South African business
- Deployment of new technology to enhance our working environment

#### **May 2006 – January 2010 | Human Resource Manager**

Conekt Business Group | 21B Morris Street East, Woodmead

- Development of training material for the IT systems developed and implemented by Conekt.
- Conducted training at customer sites for users of the IT systems developed by Conekt
- Instrumental in the conceptualisation and creation of the Conekt brand presence
- Initiated Organisational Development and team building to create corporate culture and a commitment to the Conekt brand

- Development of the HR strategy of the business using the business strategy
- Development of OPERATION INTENSITY
- Instrumental in the transformation during shareholder and strategic leadership changes
- Business Development within the Chemical Services Limited group of companies with a focus on extending the Lotus Notes product
- Specification development and project management of Lotus Domino systems at Chemical Services Limited

**January 2003–April 2006 | Human Resources Project Consultant**

Outlearning | Woodmead Office Park, Woodmead

- T-Systems Apprenticeship Project Manager
- Administered and managed 200 learners on various learnerships for the Services SETA.
- Administered and managed the training departments for T-Systems and MNET.
- Assisted CIDA City Campus to align their Bachelor of Business Administration degree (Marketing) with NQF standards to allow them to claim funding from the SETA

## Education

### 2002 | **Postgraduate Diploma in Management (Business Administration)| Wits Business School**

- Principles of Marketing and Marketing Management
- Analytical Decision Making
- Principles of Human Resources Management, Human Resource Development and Organisation, Design and Development
- Principles of Accounting and Finance, Management Accounting and Financial Management.
- Entrepreneurship
- Service Industry Management
- Principle Of Operations Management
- Principles of Economics
- Principles of Strategic Management
- Technology and Information Management

### 2001 | **Bachelor of Arts | University of the Witwatersrand**

- Industrial and Clinical Psychology
- International Relations

### 1998 | **Matric | The Hill High School**

- English (HG)
- Afrikaans (HG)
- Biology (HG)
- Physical Science (SG)
- Computer Science (HG)
- Mathematics (SG)

## Further Training and Development

2013 | **EE Regulatory training**

2012 | **PRINCE2 Project Management Foundation and Practitioner**

2012 | **VIP Employment Equity Training**

2012 | **Amendments to the Labour Relations Act and Basic Conditions of Employment**

2011 | **Attendee at the Discovery Invest Leadership Summit 2011**

2011 | **Labour Relations course**

2010 | **Coaching for Success**

2010 | **Managing Generation Y employees**

2008 | **Managing Problem Employees**

2005 | **Health and Safety Representative Training**

## Computer Literacy

Office 365

Visio 2003 & 2010

MS Project 2003 & 2010

Lotus Notes

Outlook and Exchange

Windows 7 & 8

All Apple iOS

## Skills and Competencies

Relationship development and maintenance

Creativity

Attention to detail

Strategic thinking and implementation

Project Management

New Business Development

Sales Management

Customer Service

Communication skills

Conflict Resolution

Self-management

Change Management

Coaching & Mentoring

Facilitation (training, presentations, committees, focus groups)

Employment Equity

## Experience

### May 2016 – Current | **HR Consultant** #CH Solutions, various customers

A small HR consultancy that focuses on providing end-to-end HR services to small and medium sized organisations

#### My duties

- Transactional HR: working with a variety of small companies helping them set up their HR departments and handle all transactional HR like, payroll, leave management and administration
- Transformational HR: working with small businesses to create retention strategies for their business to keep and attract talent to ensure they are efficient and effective. This includes the development of performance management systems, induction programmes, onboarding processes and procedures, team building and job profiling
- Labour and IR: handling all disciplinary issues and labour issues that the organisation experience, this includes handling investigations for disciplinary hearings and attending CCMA hearings
- Strategic management: working with the various businesses to formalise and focus their strategies to grow their businesses
- Strategic business activities: development of toolkits for various HR initiatives to sell into businesses, these include templates, “dummy” guides and implementation plans.
- Social media and marketing: initiated a social media strategy for # and working on a marketing plan to grow the business.

### January 2013 – January 2016 | **Human Resources Manager** The Cyst Corporation

The Cyst Corporation is a niche management consulting firm that focuses on analytical research to develop solutions for clients. They consult to a variety of multinational corporations like Vodacom and Multichoice as well as all the mines.

#### My duties

- Recruitment and selection
  - Developed a sound process to ensure that we were recruiting the best quality resources for the organisation
  - Developed a preferred supplier’s list of recruiters and negotiated terms and conditions with them to reduce our spend on recruitment.
  - Managing the process and the HR Officer who was running this
  - Reporting
- Onboarding and new employee engagement
  - Developed a concise and succinct onboarding process to ensure new employees are well assimilated into the organisation
  - Managed the process
- Performance Management and career pathing
  - Developed the process and procedure for performance management
  - Developed and rolled out the templates for performance contracting and reviews to each department
  - Created the performance review cycle for the company and rolled this out to the organisation
  - Managed the performance review cycle and process
  - Performance managed my team
- Career pathing
  - Worked with the Directors to create career paths for each position
  - Presented the career paths to each individual and worked with them to understand their progression
  - Managed the promotion panel process
- Salary benchmarking
  - Researched salary bench marks for each position in the organisation
- Payroll
  - Management the payroll for 100 employees using VIP Payroll
  - Handled all queries associated to payroll as required
- Statutory requirements
  - Completion of EE Report, WSP and ATR and BBBEE as required
- IR and disciplinary requirements
  - Handling any IR or disciplinary issues
  - Handling retrenchment and company restructuring

- All Legal matters addressed
- Reporting to Exco
  - Updating Exco on HR projects as required
  - Represented HR and employees at Exco level

**Industry: Consulting**

**Reasons for leaving:**

Chose to move into HR Consulting in my own business

**November 2013 – November 2014 | Organisational Design Project Consultant**

**#CH Solutions, customer Premier Foods (and Black Magic Holdings)**

Premier Foods is a key player in the FMCG industry with their brands being Blue Ribbon, Snow Flake, Iwisa, Manhattan and newly acquired Li-Lets. Premier Food is growing and their HR department are embarking on great OD projects to help the business perform through this growth phase.

**My duties**

- Project management of all OD projects assigned to me from project implementation to delivery and close off
- Leadership development project
  - Project manage the 360 assessment project for HOD level
  - Provide feedback and information to stakeholders
  - Report on progress to plan
  - Manage administration of all data
  - Supplier management
  - Play an escalation role to ensure issues are addressed timeously
- Development of Competency-based recruitment, selection and development framework
  - Rework job profiles
  - Competency framework development
  - Development of the policies and procedures associated to this
  - Conduct knowledge-share with relevant stakeholders in the HR department and then further into the management and EXCO of the organisation
- Climate Survey
  - Review survey for relevancy and tweak as required
  - Project plan and manage the entire roll out
  - Review structure and implementation mechanism to ensure all Bands of employees are survey
  - Gather results and develop action plans to address issues with relevant stakeholder
  - Supplier management
- Providing strategic OD advice for the areas I work with
- Providing input and developing the EE report
- Assistance with the development and management of the communication strategy
- Assistance and advice to the HR Services department

**Industry: Fast Moving Consumer Goods**

**Reasons for leaving:**

Contract position

**Reference:**

Marilet Swart

**August 2013 – October 2013 | Managing Consultant: HR and OD**

**Akanani Consulting(contract position)**

Akanani is a small wholly black owned Management Consultancy

**My duties**

- Managing a team of Research Analysts and Consultants
- Proposal development
- Organisational design consulting to our clients

- Strategic design and implementation for clients
- Change management and talent management
- Client liaison
- Coaching and Mentoring
- Generalist HR expertise
- Restructuring, process review and design

**Industry: Management Consulting**

**Reasons for leaving:**

3 month contract position and the company was restructuring

**Reference:**

CEO: Mcezi Mnisi

**January 2013 – July 2013 | Human Resources Consultant**

**#CH Solutions, customer Conekt Business Group**

Providing HR expertise and advice to small and medium enterprises

**My duties include:**

- Worked with the Directors to develop the HR strategy in line with their company strategy
- Recruitment and selection
- Developing policies and procedures for small and medium Enterprises
- General HR duties
- Organisational transformation
- HR projects:
  - Development of Performance Management system
  - Handling disciplinaries for organisations
  - Team building
  - Event planning

**Industry: Human Resources**

**Reasons for leaving:**

3 month contract with Akanani signed

**Reference:**

Director: Trevane Paul – 082 460 4493

Director: Andrew Hill – 082 653 0210

**February 2010 – December 2012 | Human Resources Manager (HRBP)**

**Abercrombie & Kent Safaris | 31 Harley Street, Randburg**

Abercrombie & Kent (A&K) is a worldwide Luxury Tour Operator with offices in 62 cities in the world. Employees complement of 70 employees across South Africa with additional presence in Zambia & Botswana.

**My duties include:**

- Company HR strategy development
  - The HR strategy was developed using the South African business strategy and the five year plan with reference to the Global business strategy and requirements – signed off by Senior Management
  - This strategy was then communicated to the Senior Management team for sign off. We then worked together to translate this strategy to each Senior Managers' department
  - The strategy focused on people management and development as well as organisational efficiency and productivity
  - Each strategic objective was then planned in detail (including budgets) for the current year using best practice in South Africa and globally to ensure congruency within the Group.
- Communication and Reporting:
  - Develop and manage HR, Training and IT Budget
  - Communicate to management and employees any and all HR related changes
  - Monthly report to MD and Group board members – budget, General HR, Salaries, training & development, HR & IT projects
- Recruitment and Selection Strategy and Implementation:
  - Develop recruitment strategy yearly using EE plan and Company strategy
  - Handle entire recruitment cycle – advertise, interview, shortlist and make an offer

- Create succession planning and talent management initiatives with a view to employees retention
  - Conduct regular climate surveys to understand employees feeling
  - Develop retention strategies based on the needs of employees and the business (Flexi-time, Telecommuting, Secondment policies)
- Induction / Orientation / Socialisation
  - Manage and run the induction programmes as required
  - Manage and advise on social initiatives to increase social interaction of the teams
  - Develop company-wide team building initiatives and assist managers with specific department team building/ training requirements
- Training & Development (T & D) policy and process
  - Develop training strategy using EE plan and Company and HR strategy to ensure that employees are able to deliver on their positions effectively.
  - Source training providers to meet the training needs or develop and deliver in-house training programmes as required
  - Submit Workplace Skills Plans and Annual Training reports annually.
- Performance Management (PM) process
  - Manage, track and monitor PM process and cycles throughout the year
  - Using information from Global HR team, include standardization suggestions current PM
  - Provide quality reporting on PM throughout cycle
- Employee Relations, Discipline & Counseling
  - Advise Line Management on appropriate disciplinary actions where necessary
  - Handle all internal disciplinary matters and any CCMA cases
- Communication and education of HR related policies and procedures
  - Review, update, develop and communicate all HR related policies as and when required
- Adherence to and advice on all Legislative Requirements
- Employment Equity
  - Chair and participate in the EE committee meetings
  - Produce and submit the EE report as required
- Culture
  - Develop and drive corporate culture initiatives through the organisation.
  - Using the Values created by the Global HR team (I was part of this), roll out the new Values to employees and drive adoption of the new values.
  - Develop and implement additional initiatives to extend our culture for all employees.
- Management of the IT and support infrastructure
- Project manager for the department process review and restructure:
  - Review all processes and working methods within the departments and restructure as necessary
  - Roll out new process and department structure and follow up regularly to ensure adoption
  - Handle all redundancies from this restructure

**Industry: Travel and Tourism**

**Reasons for leaving:**

The HR team was restructured as per my recommendation and my position was made redundant. The new position created was that of Systems Trainer.

**Reference:**

Managing Director: Paul Bauer – 082 900 4977

**May 2006 – January 2010 | Human Resource Manager**

Conekt Business Group | 21B Morris Street East, Woodmead

Conekt Business Group is an Information Technology company that focuses on providing services to a wide range of customers in various industries. Employee complement of 30 employees of various skill levels.

**My duties included:**

- Development and management of the HR department within the company:
  - Policy and procedure development
  - Recruitment and selection process
  - Development of Job Profiles for all Conektors
  - Development of induction programme
- Corporate Culture
  - “OPERATION INTENSITY” was developed to create an engaged work force with a common language and shared values (CONEKT RULZ) – became the foundation for the induction programme.
  - A holistic approach that extended “the way to behave” to our interactions with our customers and life outside of work.
  - Themed socials to reinforce our shared values and common goal.
- Performance Management Excellence
  - Development and implementation of the Conekt'd Performance Management System



- PMS Incentives strategy development using the financial strategy of Conekt
  - Advised management on presenting, implementing and actioning the Conekt'd PMS
- Recruitment and Selection strategy
  - Created and implemented the strategy
  - Managed the entire recruitment process
  - Maintained a CV database
- Legislation Compliance
  - Ensured compliance and aligned the company to the Basic Conditions of Employment and Labour Relations Act of South Africa.
  - Produced and submitted the annual Workplace Skills Plan and Employment Equity Report.
  - Aligned Conekt with the ICT Charter, to ensure Conekt complied with industry standards for BBBEE, skills development and employees welfare.
  - Advice and recommendations provided to the executive relating to any and all HR issues.
- Employee relations:
  - Held discussion forums with the employees and management to communicate business strategy and employee morale
  - Employed change management initiatives into the business during the leadership change.
- Resourcing Business Unit
  - Developed the business plan for the Resourcing Business Unit and managed this BU
  - Developed relationships with recruitment partners to deliver on the resourcing requirements from clients
- Strategic Account Management of Chemical Services Limited
  - Managed all Conekt employees at CSL's company sites and recruited employees to fulfill IT roles
  - Managed all projects delivered to CSL companies using project management methodology
  - Develop and conduct training on IT systems deployed by Conekt
- Target and budget management

#### Reference:

Director: Trevane Paul – 082 460 4493

Director: Andrew Hill – 082 653 0210

#### Industry: Information Technology

#### Reasons for leaving:

Conekt is a small company with a total of 30 employees. I decided to pursue other career opportunities to extend my experience in the HR field with a larger employee compliment.

#### January 2003 – April 2006 | HR Project Consultant

Outlearning | Woodmead Office Park, Woodmead

Outlearning was a management consulting firm that focused on the delivery of HR and training projects to clients in various industries

#### My duties included:

- Meeting with clients to understand their requirements
- Solution crafting, proposal development and then presentation to the client
- Once sign off was given, I would project manage and deploy the solution as required
  - Project Management
    - Project plan development and implementation
    - Communication strategy development and implementation
    - Administration and coordination of project documentation
    - Coordination of weekly project meetings
  - Project implementation
    - Interviews with candidates to produce job profiles for each job category and department
    - Review all job profiles to ensure they meet best practice and company standards before presenting to department managers
    - Alignment of job profiles to the Performance Management System
  - Project sign off
    - Arrange project meetings to ensure all expectations have been met and to sign the project off
- Adherence to client policies and procedures when developing and deploying the solutions
- Presentation and roll out to client employees as required
- Development and facilitation of training and development to employees as required
- Event planning and co-ordination
- Communication and reporting to clients and Management of Outlearning
- Handover of finalized projects to clients
- Coaching and mentoring of graduates and learners on learnerships
- Coaching and mentoring client resources that will take over the project

## Projects:

- **Daimler Chrysler job profile project:**
  - Produce job profiles for all the departments of Daimler Chrysler South Africa to use in the implementation of their new Performance Management System.
  - This project ran on tight deadlines and required constant communication and milestone reviews.
- **T-Systems Apprenticeship Programme Manager**
  - T-Systems South Africa is an IT organisation with ties to Deutsche Telecoms and T-Mobile internationally.
  - The strategic objective of this programme was to address their requirement for succession planning and transference of skills with a strong focus on Broad Based Black Economic Empowerment.
- **Learnership Project:**
  - Outlearning assisted many of the SETA's with the implementation of Learnerships.
  - I managed a total of 200 learners on various learnerships with Services SETA These Learnerships included: Sales and Marketing, Business Administration, Project Management.
- **Training and Development consultant**
  - I managed the training department for T-Systems and MNET
  - Development of training plans and the execution of these plans yearly
  - Submission of Workplace skills plans and annual training reports as required for T-Systems, MNET and Franz Marx Film

## Reference:

Ana Castro – 083 413 4554

## Industry: Management Consultancy

### Reasons for leaving:

Outlearning was experiencing financial problems and we were encouraged to look for alternative employment to avoid retrenchment.