

CV for Michelle Lucas : Contact (07717) 122950

RWE TRADING (formerly INNOGY, parent company of "npower")	January 2001 to September 2006
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At this time RWE was a global multi-utility company with 87,000 employees with a turnover of €20.5bn. RWE Trading was one of the six divisions that comprise the company. The bulk of this division was the Trading & Asset Management function that was part of the Innogy acquisition in May 2002. RWE Trading was a global, asset-backed trading company with 500 employees based in Swindon, London and Essen.

Head of Organisational Development (Global), RWE Trading	December 2005 to September 2006
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Reporting to the Global Head of HR, supported by a team of 2, I managed up to 9 projects concurrently. Projects focused on the talent pipeline, including processes for identifying potential, hi-po coaching, upper decile grad recruitment, succession, leadership programmes & 360 feedback, as well as manpower planning, employee motivation, employment branding and diversity. Successful delivery depended on the engagement of RWET's senior stakeholders including the Board as well as managing external 3rd parties.

Head of Human Resources (UK), RWE Trading	October 2003 to December 2005
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Reporting to the Global Head of HR and supported by a team of 8 we delivered a pro-active HR service to 350 managers and employees across 2 locations in the UK.

Human Resources Manager, Innogy, Trading & Asset Management	January 2001 to October 2003
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Reporting to the MD this was a new role where the challenge was to transform the approach to people management as a means of differentiating the business in the market place.

Key achievements included :

- Coaching the senior team through their personal transition issues associated with the RWE acquisition
- Developed and delivered an HR Strategy which challenged existing HR practices and delivered web-based recruitment, radical press advertising, career development maps, succession management, competency development for "Hi-Potential" people, core development programmes, capture of market intelligence on salary information, business focused employment contracts, broad-banding, an innovative wealth sharing scheme, robust performance management, cultural awareness programmes, and a benchmark framework to guide us towards being an Employer of Choice
- Exploited recruitment opportunities when US players exited the market whilst preserving our culture
- Managed the change programme required for the acquisition of YEG and of NE and the integration with RWET, delivering the TUPE transfer of individuals within aggressive timeframes whilst driving forward the "day job"

MEDICAL SYSTEMS , OXFORD INSTRUMENTS LTD	July 1999 to December 2000
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Medical Systems was one of three business units within the Oxford Instruments Group which focused on the development, marketing, sale and distribution of specialist medical diagnostic products. The Medical Division, employed c. 400 employees worldwide and had a turnover of £43m.

HR Manager	July 1999 to December 2000
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This role reported to the MD and had responsibility for two sites in the UK and a watching brief for the overseas businesses. With the support of a team of 5 we provided full generalist service to managers and employees.

Key achievements included :

- Re-positioning the role of HR from a traditional staff & welfare role to a progressive, commercial one, developing revised policies and procedures in collaboration with Group HR
- Building a new HR team, maximising impact and minimising overheads through using core and peripheral employees
- Consolidating two sites into one over a 6 month period, managing Collective Consultation, retention and relocation of employees whilst recruiting for 49 vacancies.
- Supporting the new MD to facilitate the dynamics of the new Senior Management team
- Led working group to introduce an innovative two way communications programme to facilitate the change

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UNIPART Group of Companies	December 1996 to June 1999
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At this time the Unipart Group comprised of 7 diverse companies encompassing manufacturing, logistics and IT. A private company, it strived to operate by World Class standards and prided itself on being at the forefront of innovative HR and continuous improvement practices. It employed a total of 7,500 people.

Communications & Change Manager, Unipart Logistics Systems Project, Group Offices. (Secondment)	February 1999 to June 1999
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HR Manager, Jaguar & IT Business Unit, Demand Chain Management	April 1998 to February 1999
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HR Services Manager - Operations Division, DCM	December 1996 - March 1998
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Key achievements included :

- Turning around out-dated personnel function into a commercial HR Teams
- Working with MD's, understand their business and realize "latent" value
- Acquiring the facilitation skills of engaging in discussion whilst managing team dynamics in "real time"
- Applying continuous improvement methodology in both operational & office environments
- Handling the demands of working internationally whilst supporting the take over a business (USA)
- Crafting positive employee communications when operating in an ambiguous and uncertain context
- Enabling people to take greater personal responsibility for their development

JEWSON (now part of St. GOBAIN Group)	May 1994 - December 1996
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At this time Jewson comprised of a network of 200 branches. The arrival of a new MD provided a context of major change to re-establish the company as a leading player in a competitive market. It employed c.3,500 people and had a turnover of c.£500m

HR Manager - South Region	July 1995-December 1996
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Training Manager - South West Region	May 1994 - June 1995
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Key achievements included:

- Delivering best practice Training & HR solutions within a task oriented and cost driven culture
- Working in matrix management, organizing working parties to ensure priorities are delivered
- Coaching developing managers within a behavioural competency framework
- Demonstrating the endurance and efficiency required to support <1,800 geographically spread employees

W H SMITH GROUP	December 1989 - April 1994
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At this time the WH Smith Group comprised of 10 companies employing c. 33,000 people. The onset of recession saw the Group divest some business units and re-focus its energies on its core businesses. In support of this the Group Personnel functions worked to move away from a traditional culture to a more empowered approach.

Leadership Trainer / Management Information Officer - Management Development Centre, Group Personnel	March 1993 - April 1994
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HR Manager - Head Office Divisions, Group Personnel (maternity cover)	June 1992 - March 1993
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Senior Research Officer – Group Personnel	June 1991 - June 1992
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Research Officer – Group Personnel	December 1989 - June 1991
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EARLY CAREER

BROADMOOR HOSPITAL – Assistant Psychologist	September 1988 - December 1989
AU PAIR IN AMERICA - Au Pair	September 1987 - August 1988

ADDITIONAL SKILLS

PC literate (MS Office, MS Project, MS Access, Lotus suite); familiar with HRIT systems (Oracle, Missing Link, PWA, bespoke) basic conversational French & German; trained Career Counsellor; BPS level A & B specializing in NEO[®], Hogan[®], Bar-On EQI[®], OPQ[®] and Myers-Briggs[®]; licenced by PDI to deliver 360° feedback and to train others; excellent time management skills

INTERESTS

Recently married I enjoy spending time with my husband and our extended family. My spare time is spent socialising with friends, dining out and theatre going. I enjoy interior design, keeping fit, I am learning to play golf and I am studying for a Diploma in Coaching Supervision. My MBA dissertation focused on Corporate Citizenship.

REFERENCES

Will be supplied on request.