

Professional qualifications

FCIPD Chartered Fellow

Chartered Institute of Personnel and Development

MCIPD Human Resources

Level 7 CIPD

HND – Business Management

Ofsted

Managed Service Solutions & Talent Acquisition

Guidant Global

IOSH – Cranfield University

Psychometric Assessments

Thomas International

NVQ Assessor A1/32

Ofsted

Kronos HRIS

WF Optimisation/configuration

SAP SuccessFactors MySuccess

SAP S/4HANA

Experience

Industrial Relations-unionised Organisations

Strategic risk mitigation

Information analytics

Organisational Design & Transformational change

Programme management

Service Performance Reviews

Line manager coaching

Equality Diversity & Inclusion Strategy

Recruitment in highly regulated Sectors

Transactional HR experience

Recruitment/Onboarding/TUPE/ Large scale Redundancies

Information & Governance

Benefits/Policy review-writing

Disciplinary/Hearings/Appeal

Investigations

Full driving licence & Ability to travel

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PERSONAL STATEMENT

Human Resources | Strategic HR Transformation & Organisational Development, Design & Effectiveness

HR leader with 25 years of experience guiding complex, highly regulated organisations through strategic HR transformations as a permanent employee and a contractor. Proven track record in both public and private sectors across Healthcare, Education, Manufacturing, Logistics, Corporate, and FM delivering measurable improvements in employee engagement, compliance, and operational efficiency. Skilled in navigating organisational change, optimising workforce planning, and fostering inclusive, high-performance cultures.

Extensive experience:

Supporting Executives creating talent magnets, turning exit data into market advantages, predicting skill gaps before business slows, building teams that beat market standards, making the hard call with underperforming teams and individuals, connecting talent moves to revenue growth, identifying future leaders before competitors do.

Strategic Change Management: Led successful HR initiatives, including organisational redesigns and HRIS implementations, delivering cost savings of £350k yearly and reducing turnover by 8%, increasing employee engagement through accurate future demand forecasting.

Employee Relations & Compliance: Successfully managed high-risk ER cases in various business sectors, reporting to prime regulators to maintain compliance, reducing tribunal escalations and enhancing ER processes and people experience to mitigate future risk.

Leadership & Team Development: Coached senior leaders and managed HR and OD practitioners and services, driving a 40% improvement in team productivity and enhancing engagement through targeted programs, restructures and transformation of services, achieving cost objectives.

Performance & Talent Optimisation: Directed large-scale recruitment and onboarding projects inclusive of training analysis and delivery, fulfilling a continuous 95%+ staffing rate and reducing agency dependency by £171k yearly through training, systems and processes.

Chartered Fellow (FCIPD) with a hands-on approach to HR strategy and execution, dedicated to aligning people and organisational goals to foster sustainable growth and resilience.

Professional Experience

Senior HR Project Manager

University of Chester – Higher Education (2,500 staff across multiple sites and disciplines)

March 2025 – Present – Contract, Hybrid

Strategic HR leader responsible for the end-to-end delivery of high-impact, cross-functional HR initiatives across a complex, multi-site university setting. Partner with executive leadership to align HR project delivery with organisational goals, enhancing workforce capability, operational efficiency, and employee experience.

Programme Leadership: Lead large-scale HR projects from conception through to implementation, ensuring alignment with strategic priorities. Oversee project scope, timelines, budgets, resources, and risk mitigation to deliver outcomes on time and within budget. Conduct robust post-implementation reviews to evaluate impact and sustainability.

Stakeholder Engagement: Collaborate with executive teams, HR business partners, and cross-functional departments to define project objectives, manage expectations, and ensure transparent, consistent communication throughout project lifecycles.

Process Optimisation: Drive continuous improvement by streamlining HR processes, enhancing service delivery, and embedding data-led decision-making. Ensure scalability and futureproofing of systems and practices to support long-term organisational growth.

Change Management: Design and implement comprehensive change and communication plans to enable successful adoption of new HR systems, policies, and processes. Champion employee engagement during transitions to minimise disruption and build capability.

Governance & Compliance: Ensure all initiatives meet internal policy standards and external regulatory requirements, including those set by key sector regulators. Maintain a strong focus on risk management and due diligence throughout project delivery.

Leadership & Capability Building: Provide coaching and mentorship to HR team members, fostering a high-performance culture and strengthening project and change capability across the function.

Performance Reporting: Develop and track key performance indicators (KPIs) to measure success. Deliver regular project updates and final reports to senior leadership, incorporating lessons learned and recommendations for continuous improvement.

Senior HR Business Partner

Kerry – Global food manufacturing 11k staff, multiple sites

Interim Senior HR Consultant – Organisational Effectiveness - UK, Republic of Ireland & Central Asia (EMEA Partnership) Aug 2024 – Feb 2025 – remote with frequent travel

Brought in on a short-term contract to lead a high-impact Organisational Effectiveness programme supporting major infrastructure investment across multiple geographies. Partnered with EMEA and local Cluster Directors to align HR strategy with business growth, focusing on operational scalability, leadership maturity, and workforce effectiveness. Delivered data-driven insights and actionable recommendations to optimise HR systems, leadership capability, and employee experience across diverse markets.

Organisational Audits & Leadership Assessment:

Led site audits and maturity assessments across Central Asia, UK, and ROI, delivering executive-level briefings and actionable findings to Vice Presidents. Identified critical gaps in leadership capability, succession planning, and people practices, defining site-specific development roadmaps and managed the people change process.

Strategic HR Alignment:

Ensured HR priorities were directly aligned with business strategy, leveraging global Centres of Excellence (L&D, Pay & Reward, Talent Acquisition, HRSS) to embed sustainable practices at site level. Delivered capability improvements by aligning HR objectives with performance metrics.

HR Process Evaluation & Improvement:

Conducted comprehensive gap analysis of HR systems, policies, and shared service delivery. Recommended and implemented best practices across reward, benefits, and service performance, enhancing HR operational effectiveness and stakeholder satisfaction.

HR Technology Enablement:

Diagnosed underutilisation of SAP SuccessFactors (MySuccess) and led improvement plan including system configuration, training needs analysis, and leadership coaching on people analytics—resulting in increased user adoption and data-informed decision-making.

Change Management & Stakeholder Engagement:

Designed and implemented change strategies, supported by targeted training and communications. Actively engaged workforce and trade union representatives at site level to maintain alignment, mitigate risks, and ensure seamless project rollout.

Risk, Compliance & Capability Building:

Ensured full compliance with local and international employment law, managed complex ER cases including exits and transfers, and developed training to mitigate future compliance risks. Acted as SME during SMETA (SEDEX) audits and contributed to robust audit outcomes.

Reward & Talent Decisions:

Facilitated calibration sessions and provided detailed input to Total Reward strategies. Liaised closely with the central Reward team to support annual pay negotiations and performance-related decisions at the top 3 tiers of management.

Summary of Impact: Delivered significant people change to support a €50m infrastructure investment, enabled several sites in the UK to performance manage failing departments in Engineering, Supply Chain, Process Science and Senior level management.

Leadership & Organisational Development Lead | HR Business Partner

Wirral University Teaching Hospitals NHS Foundation Trust – Interim Contract

Strategic HR Business Partnering & Workforce Transformation | 6,700 Staff | Multi-site Acute Trust

May 2023 – August 2024 On site

Strategic Workforce Leadership:

Appointed to lead critical elements of the Trust's People Plan and workforce transformation agenda. Initially engaged as the Leadership & Organisational Development Lead, the role evolved to encompass senior HR business partnering and workforce strategy delivery across multiple divisions and sites. Operated at a system and strategic level, reporting directly to the Deputy Chief People Officer, providing leadership across HROD services, aligning workforce capability with clinical and operational priorities, and delivering measurable results in people performance, engagement, and compliance.

Strategic HR Leadership & Business Partnering:

- Partnered with Divisional Directors (Corporate, Estates & Facilities, Women & Children's, Information Governance, Cancer Services) to align workforce plans with Trust-wide clinical and financial strategies, weekly meetings to review on-going progress and mitigate risk.
- Regularly presented divisional workforce performance to the executive team, providing actionable insights to improve service delivery, including influencing Dr Consultants returning to face-to-face activity and TUPE transfers to increase clinic capacity and cost-efficiency.
- Supported Trust-wide transformation programmes and capital projects, ensuring workforce alignment and compliance with regulatory frameworks (DHSC, NHSE, HEE, ICO).
- Led strategic ER and case management improvements—reducing staff grievances and sickness absence by 50% in targeted divisions, influencing behavioural change through senior management coaching and bespoke intervention into teams.
- Reengineered onboarding and retention strategies, reducing turnover by 8% and modernising processes with the implementation of automated tracking systems now adopted Trust-wide.

Organisational Development & Workforce Capability:

- Directed the OD function and five specialist teams including:
 - **OD Practitioners:** Delivered Trust-wide leadership interventions aligned to “Leading Services,” “Leading Teams,” and “Leading the Organisation,” with proven uplift in staff engagement and director-level confidence.
 - **ED&I:** Provided subject matter expertise to embed equity in workforce planning and delivery through internal campaigns and strategic communications.
 - **Apprenticeships & Talent:** Boosted apprenticeship levy utilisation from 55% to 98% in 3 months; delivered “100 apprentices in 100 days” initiative across Wirral area. Achieved cost savings through service redesign and contract optimisation removing Human Capital Spending.
 - **L&D Compliance:** Oversaw delivery of mandatory training for 6,700 staff—achieving performance consistently 4% above Trust targets via strategic deployment of the Subject Matter Experts that I chaired, trainers and proactive compliance planning.
 - **Library & Knowledge Services:** Influenced medical governance to support research transition, delivering an £84k annual saving to HEE income spending.

Workforce Governance & Service Excellence:

- Reviewed, updated, and embedded HR policies across the Trust through agreed governance frameworks. Produced practical manager playbooks to support resolution of issues at first contact, reducing formal escalation.
- Provided leadership to HR Managers through performance coaching, case reviews, and strategic mentoring—resulting in a high-functioning team capable of upward stakeholder management and continuous improvement.
- Built and maintained constructive relationships with four recognised Trade Unions, navigating complex change and maintaining positive industrial relations throughout service redesigns and ER interventions.

Summary of Impact:

- Delivered measurable improvements in compliance, engagement, retention, ER case management, and apprenticeship uptake.
 - Positioned the workforce function as a credible, insight-led strategic partner across clinical and corporate divisions.
 - Supported the future-ready HR and OD capability aligned with the NHS People Promise and national workforce priorities, merged HROD and HRBP teams.
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HR Business Partner

PTT Global Chemical – Petrochemical Manufacturing Sector – Consultant contract - Hybrid with frequent travel- Dec 2022 – May 2023

Engaged by a global polymer manufacturing leader to design and deliver a pan-European people transformation programme, supporting major operational expansion and organisational development. Partnered directly with C-level executives to shape a high-performance workforce strategy aligned with business growth ambitions in the UK, Italy, Poland, and Germany.

Talent & Performance Optimisation

Personally led executive recruitment for a new UK General Manager and partnered with the Sales Director to restructure and performance manage the existing sales team —resulting in immediate improvements in sales delivery, client engagement, and geographic market penetration.

Operational HR Excellence

Led HR operations across policy, compliance, ER, and shared services integration. Streamlined HR processes to support scalability and operational agility in new markets.

Embedded inclusive talent practices, improved employee engagement, and coached senior managers in people leadership, change management, and accountability.

Summary of Impact:

Delivered a scalable, regionally tailored HR infrastructure to support rapid growth in key EMEA markets. Strengthened executive capability and leadership alignment with business transformation goals. Positioned HR as a critical enabler of commercial success and long-term operational resilience.

Human Resources Manager – Interim Contract on site

NHS Mersey and West Lancashire Teaching Hospitals NHS Trust (Lead Employer for 80k staff)

Workforce Transformation | HR Operations | System-Wide Resource Deployment

Dec 2021 – Dec 2022

Strategic Contract Appointment:

Appointed to lead the establishment and operational delivery of a new bank workforce of 1,400 Registered Healthcare Professionals (RHCPs) across the Merseyside and Lancashire regions. This was part of a high-profile national workforce programme to reduce agency spend and support NHS service resilience across the Trust. Reported directly to senior leadership within the Lead Employer function and collaborated across regional systems.

Workforce Strategy & Operational Leadership

- Designed, built, and operationalised an agile workforce pool of 1,400 RHCPs, enabling responsive deployment to meet system-wide demand across the Northwest working with internal and external stakeholders, GMC, NMC, DBS, HAPAN, using ESR, Moodle, Trac, Patchwork, Allocate.
- Established a permanent HR operations team, delivering end-to-end recruitment, onboarding, compliance, absence management, and payroll services to SLA standards.
- Designed and delivered training for new HR staff, ensuring continuity and process ownership beyond the life of the project.

Digital HR Transformation & System Integration

- Led the Trust's engagement with external HRIS provider (Patchwork Health), overseeing system testing, NHS integration, and rollout. Following successful pilot implementation, the solution was adopted by over 40 NHS Trusts within 24 months.
- Developed a skills-based resource mapping system (availability, commute distance, competencies), and created an Insights Dashboard to support real-time deployment decisions and demand forecasting.

Performance & Cost Reduction

- Achieved and maintained a 95% continuous shift fulfilment rate, significantly outperforming third-party agencies.
- Delivered a £171k agency cost saving in a single month through effective internal resource deployment, exceeding programme targets.
- Conducted Trust-wide workforce data analysis to identify underutilised capacity and chaired a continuous improvement group to reallocate resources across departments—improving coverage and collaboration.

Stakeholder Engagement & Business Development

- Partnered with NHS organisations across the Lancashire & Mersey regions to develop collaborative workforce models, enabling inter-organisational resourcing and best practice sharing.
- Provided workforce intelligence to central government through Home Office reporting mechanisms, supporting national insight on healthcare staffing capacity.

Summary of Impact:

Successfully transitioned all operational functions, resources, and systems into business-as-usual structures within the Trust. Delivered the 1,400-bank workforce, fully onboarded, trained and deployed, delivered the business development plan across NW area. Successfully piloted the new Patchwork system which is adopted across multiple Trusts.

Regional HR Business Partner – National Government Contract – remote with regional travel

Mitie Managed Services Division

Nov 2020 – Dec 2021

Strategic HR Leadership | High-Volume Workforce Management | Government Contract Delivery

Regional HR Business Partner within Mitie's Government Services division, supporting the delivery of a high-profile national contract to provide frontline operational, security, and hygiene personnel across over 100 sites in Central England and North Wales. Initially appointed as a Sites Lead, quickly promoted into a regional HR leadership role to stabilise operations and enhance workforce effectiveness across a fast-scaling, multi-site deployment.

Regional HR Leadership & Operational Support

- Provided expert HR advice, strategic guidance, and hands-on support to senior operational managers across 103 sites and c3,000 employees, ensuring full alignment with employment law, regulatory standards, and organisational policy case management.
- Led on all elements of the employee lifecycle including recruitment compliance, vetting, onboarding, employee relations, and performance management within a high-turnover, time-critical environment.
- Delivered training and coaching to line managers to improve capability in handling complex employee relations cases—reducing escalations and improving resolution times.

Employee Relations & Organisational Culture

- Advised and supported disciplinary hearings, appeals, and grievances—ensuring fairness, compliance, and consistency in line with legal frameworks and internal policy.
- Recognised for excellence in employee relations, awarded Mitie Stars Award for two consecutive months based on staff nominations.

Workforce Transition & Talent Retention Strategy

- Designed and delivered a targeted retention strategy to identify and transition the top 20% of high-performing contract workers into permanent business-as-usual roles ahead of contract conclusion. This strategic initiative was adopted across the national Managed Services division, improving continuity and reducing recruitment overheads by nearly £1m.

Stakeholder Engagement & Business Continuity

- Acted as a strategic partner to the operational leadership team, ensuring workforce stability and performance during periods of high pressure and uncertainty.
- Supported business continuity planning across a dispersed regional workforce, balancing service delivery obligations with employee wellbeing and operational risk management.

Summary of Impact:

Strengthened regional HR operations under extreme service demands, ensuring legal compliance, workforce continuity, and high employee engagement.

Delivered a nationally scaled retention model now embedded in Mitie's contract transition framework. Played a critical role in a time-sensitive national programme, contributing to frontline service success during a period of heightened public scrutiny.

Resource Account Manager

Peel Ports Group Maritime, Road & Rail Logistics | Multi-Site Operations | 1,800 Employees
March 2018 – Nov 2020

Appointed to lead strategic HR initiatives across one of the UK's largest port operators, supporting the optimisation of workforce capability and cultural transformation across maritime shipping, road, and rail logistics operations. Operated as the senior HR lead on major change and performance improvement programmes, reporting directly to senior executives and influencing business-critical decisions across a geographically dispersed workforce.

Key Responsibilities & Strategic Achievements

- Strategic Workforce Planning & HR Operations
- Line Managed the HR services inclusive or training, operations, payroll, IR and ER case management.
- Provided strategic HR leadership across a complex, unionised workforce spanning port operations, logistics, engineering, and administrative functions.
- Partnered with executive and operational leaders to align HR operations with business strategy, ensuring people performance, compliance, and workforce resilience in a 24/7 operating environment.
- Led on workforce planning, resource deployment, and performance analytics, supporting operational effectiveness during a period of transformation and increasing regulatory pressure.

Cultural Change & Engagement Strategy

- Tackled long-standing workforce challenges by identifying root causes through qualitative insight and data analytics, delivering measurable improvements in safety performance and reducing incident rates.
- Leveraged telemetry data and Union engagement to reduce near miss incidents by 92% through learning and behavioural change.
- Created high-impact engagement strategies that aligned operational needs with frontline realities—building trust across all levels and improving productivity through L&D and Union support.

Operational Excellence & Stakeholder Influence

- Challenged legacy processes and conventional thinking, introducing creative, cost-effective people solutions that improved operational efficiency and strengthened commercial credibility with external clients.
- Built strong relationships with internal and external stakeholders across logistics, compliance, and workforce development functions.

Summary of Impact:

Played a pivotal leadership role in modernising HR operations within a high-risk, high-complexity logistics environment. Delivered strategic people solutions that improved safety, performance, and client satisfaction—while strengthening internal engagement and organisational culture with a challenging Trade Union relationship. Left a legacy of increased HR credibility, data-informed decision-making, and stakeholder trust across the Peel Ports Group network.

Head of Human Resource

Guidant Global June 2015 – March 2018 TUPE transfer to Peel Ports

- Recruitment, forecasting training needs and providing assurance to board level executives.
- Managed TUPE transfer of 460 employees, achieving a 98% retention rate and ensuring seamless integration into the new organisational structure.
- Successfully negotiated a 3-year pay deal, resulting in no further industrial disputes and improved workforce satisfaction across all collective bargaining groups supporting a £500m investment.

HR Planning Manager

Guidant Global Jan - June – 2015 promoted

- Created the workforce plan to support a significant pending business investment of £500m in a new terminal effectively doubling capacity and infrastructure.
- Following TUPE transfer I was seconded out of role to deliver a 3-year strategic workforce plan to double the workforce headcount and manage the significant change in a phased approach.
- Acted as Subject Matter Expert for the transition of services.

Human Resource Business Partner

Drake International June 2011 – Jan 2015 TUPE transfer to Guidant Global

- Addressed and resolved high-level and complex employee relations issues, including sensitive complaints, disputes, and grievances, trade union disputes local agreements.
- Investigated Allegations: Lead thorough and impartial investigations into serious employee complaints, including harassment, discrimination, and misconduct, documenting findings, and recommending appropriate actions.

ER Manager

Drake international 2005 – 2011

- Managing all complex ER team issues ensuring objectives are clear, deadlines are considered, and developmental support is provided.
- Employee Relations Case Management – proactively advising and supporting Line Managers regarding ER employment issues such as sickness, absence, performance management etc.

Training/Certificates

- SAP SuccessFactors/mySuccess
- All MS Word/Excel/PowerPoint
- Oyster-HR – remote worker management, employment contracts
- Identifying & Supporting Victims of Modern Slavery (TRF) eLFH

- Access to Practice Level 2 eLFH
- Freedom to Speak Up
- Datix - Risk Management Information
- LMS systems
- Trac.
- ESR