

MY PERSONAL ROLE DEFINITION

After about 3 months back in Schwalbach and understanding my job a bit better, I thought it would be helpful to put down in writing how I see my role. This will give us a chance to discuss and agree expectations as a basis to define my work plan for the year ahead. Sharing my role definition with my people would also help them to understand what they can expect from me and what not.

In defining my role I see the following facets in which to add value:

Leader of HR Processes

I am responsible for leading the HR processes of Recruiting, Training & Development, Organization Excellence, Compensation, and Employee Relations. In that role my specific responsibilities are as follows:

- Regularly consult with key customers of above processes to obtain feedback and identify needs.
- Clarify/agree expectations towards HR services with key customers.
- Set the strategic direction for these processes to best support the business.
- Focus on breakthrough, minimize non-/low-value-added activities through simplification.
- Lead the action planning process, esp. ensure focus on the key leverage activities.
- Put the capacity and capability in place to deliver.
- Ensure excellence in execution via coaching and training.
- Personally lead projects where I can add unique value.
- Continuously assess how to adapt these systems to best serve the business in a changing environment.
- Manage the Works Council interface effectively.

Leader of Work Teams and Individuals

I have several work teams with a total of 20 people reporting to me. In that respect my responsibilities include:

- Build and maintain highly performing work teams as a pre-requisite to deliver results.
- Foster stretch mentality and encourage innovation.
- Drive customer orientation.
- Develop the capabilities in the teams and in individuals necessary to best meet our customers' needs via training and coaching. Make learning a priority.
- Ensure the completion of high quality W&DPs for all my people.
- Ensure personal development of all individuals as a source of motivation and as a source of talent for the broader HR community.
- Empower people to be leaders in their work areas.
- Be a role model for living the Company's principles and values.

Key Player in HR Department

As the AD in HR I believe I also have a role to play as a leader in the broader department.

- Define what needs to get done to maximize the added value of HR.
- Actively support the department efforts to become an HPO, esp. facilitate the visioning process.
- Sponsor EOTS projects that will help us move towards HPO.
- Build capabilities of the HR department as a whole via training.
- Play an active role in HR organizational design issues and staffing decisions (e.g. recruiting for HR, assignment/career planning, resource allocation).
- Ensure we apply top quality people systems (e.g. recruiting, on-boarding, training and development, rating, compensation) and OE systems in HR (e.g. SDDS, Work Process Change, Team Effectiveness)

Builder of Organizational Capability in P&G Germany

I see my main added value vis a vis the German organization as a whole in applying my expertise in the OE area. Therefore, I would define my responsibilities as follows:

- Provide guidance to the German Leadership group in transforming the German organization into an HPO that achieves breakthrough results. Be a change agent.
- Have regular Function Head interfaces to understand department areas of concern and be able to offer solutions which help them improve their results.
- Actively market HR services, esp. in the OE area, to establish HR as a partner.
- Personally run or sponsor OE interventions at all levels of the organization to create critical mass for cultural change.
- Set up sensing mechanisms to know what the organization is up to.

Not Do

Besides describing above what I think I should be doing, I feel the need to also explicitly call out what I will not do in order for us to also calibrate this side of the coin. Here are the things where I believe people might have an expectation of me, however, which I will not deliver:

- I will not get involved in SWA site issues (e.g. non-smoking work environment), unless they fall under one of the above topics.
- I will not get involved in specific functional Employee Relations projects (e.g. downsizing in CBD), unless this becomes a higher priority than my above responsibilities, and/or it offers an important learning opportunity for me.
- I will delegate as much of the Works Council interactions as possible to e.g. the Service Center Team Leaders or the leaders of my other work teams. I will only get involved on an exceptional basis.

I would like to calibrate all the above with your expectations - maybe you think I have defined my role to broadly or to narrow in some areas or I have missed something altogether.

I have to admit that I find this list of responsibilities pretty daunting myself. An important parameter obviously is the time frame within which I will realize all those activities. My plan is to specify concrete action steps with timings and also define success criteria for those roles as part of my Work Plan. For now, I'd like to make sure I'm heading in the right direction and work according to your expectations.

I'd be very happy to discuss the above with you in the coming week.

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