

Dr. André Emmermacher

CURRICULUM VITAE

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PROFILE

I take over the HR leadership and shape the transformation of HR when a company wants to evolve or has to undergo fundamental change: carve-out, merger, restructuring, turnaround or rapid growth. I bring more than 20 years of HR experience in large corporations and mid-sized companies, including production environments. My expertise in labor and collective bargaining law and my deep understanding of HR processes help to deliver results quickly and to solve problems pragmatically. The foundation is reliable, trust-based collaboration with everyone involved: management, leaders, employees and employee representatives.

CORE COMPETENCIES

- Interim experience as Head of HR and HR Business Partner in mid-sized companies (private equity)
- Many years of leadership experience in large corporations and mid-sized companies
- Standardization, optimization and digitalization of HR processes
- Introduction of artificial intelligence in HR work
- Mergers and carve-outs of companies and business units, including design of the HR process landscape
- Crisis-tested in volatile and fast-changing market situations
- Shaping a modern, performance- and market-oriented corporate culture characterized by diversity
- Shaping future-oriented work and organization models (New Work, Next Work)
- Trusted coach, mentor and sparring partner for employees and leaders
- Valued discussion partner of works councils, staff councils and social partners
- Confident, communicative HR executive with extensive industry expertise

AVAILABILITY

Immediately · on site, hybrid or remote
· unrestricted willingness to travel ·
focus on the DACH region

LANGUAGES

German (native, preferred working language) · English (fluent) · Russian (basic)

REFERENCES

CEO and CHRO of the group, contacts on request

PROFESSIONAL CAREER · FREELANCE ACTIVITIES

05/2025 – 07/2026

Interim Head of HR and HR Business Partner

Mid-sized company in the metal and electrical industry (private equity), €200 million revenue, 450 employees · eta Quadrat

- Restructuring of the HR department according to the business partner model, future-proof and scalable work processes established; later head of the HR department including payroll processing and hiring of a new head of HR
- Modernization of the HR process landscape including HR IT tools
- Advising and supporting leaders on disciplinary measures, from reminders and formal warnings to dismissals
- Functional lead of a recruiting initiative including management of headhunters, temporary staffing, salary determination, contract negotiations and onboarding: hiring and onboarding of approx. 100 employees
- Introduction of a fully continuous shift system (3 shifts, 24/7) including a works agreement on working hours, to work off the backlog and realize growth of approx. 20 %
- Building systematic health management; absenteeism reduced by more than 5 % compared with the previous year
- Building talent management including an orientation center for talent retention and development, and systematic people development
- Integration of AI into HR work: AI-supported digital shift planning in production, AI-supported creation of job descriptions and interview guides, pilot of an HR chatbot, development of an "AI mindset"

03/2024 – 12/2024

CHRO / Global Head of HR of the group and Head of HR of the holding

Newly founded group of companies in the metal and electrical industry (private equity) after a carve-out, approx. 2,100 employees in 6 countries, approx. €600 million revenue, holding with approx. 35 employees · eta Quadrat

- Building the HR department of the newly founded holding from scratch, including external payroll processing
- Responsibility for the global HR program to realign HR work worldwide, with the workstreams Recruiting & Onboarding, Reporting, Learning and Strategic Workforce Planning
- Taking on the role of Head of HR Germany: negotiations with works councils, support of the first works council elections in the holding, advising leaders on compliance violations at executive management level
- Functional lead of a recruiting initiative at group level including management of headhunters, salary determination, contract negotiations and onboarding: approx. 35 hires within 6 months, usually in leading functions (Sales, Controlling, Accounting, Communications, IT, Legal & Compliance)
- Interim cover for the CHRO of the group and the HR Business Partner of the holding
- Introduction of a Global Job Architecture, building an HR reporting including the necessary works agreements with the German companies, and introduction of a global platform for Learning & Development, each with external consultants
- Integration of AI into global and local HR work: AI-supported creation of job descriptions and interview guides, introduction of an HR chatbot, development of an “AI mindset” in the holding

Reference: CEO and CHRO of the group; contacts on request.

03/2023 – 12/2023

Interim Head of People & Organization Germany

Company in mechanical and plant engineering, group subsidiary prior to a planned sale, approx. €550 million revenue, approx. 2,000 employees worldwide, approx. 250 of them in Germany · eta Quadrat

- Realignment and restructuring of the HR department Germany, driving the digitalization of HR work
- Updating of job descriptions and task allocation; efficiency of the HR department increased by 20 % through headcount reduction while securing day-to-day operations, including payroll
- Optimization of time management: harmonization of working time regulations at the 3 German sites including the works agreements, essentially switching legacy rules to trust-based working time
- Review of the existing transitional service agreement (TSA) with the parent group and development of alternatives to existing processes and IT solutions; termination of unneeded or inadequate software licenses, e.g. in recruiting and the management of temporary workers
- Preparation of HR processes and the HR tool landscape for an efficient merger with the buyer
- Selection and hiring of the Head of People & Organization Germany

Reference: CHRO of the company; contact on request.

2015 – 2022

Lecturer at the Chair of Work and Organizational Psychology, TU Dresden

Occupational Health Psychology division · alongside the position at Siemens

- Supervision of various master's theses
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2011 – 2012

Lecturer in Human Resource Management

Baden-Wuerttemberg Cooperative State University (DHBW), Karlsruhe · Business Administration – International Business program

2004 – 2008

Freelance Management Consultant

eta Quadrat, Berlin

- Conceptual work in occupational health management
- Development, organization and evaluation of people development measures and of workplace health promotion measures
- Delivery of workplace health promotion measures (until 2006)

References (among others): Deutsche Telekom, Auto Club Europa, Siemens AG, Siemens Betriebskrankenkasse, Berufsgenossenschaft für Fahrzeughaltungen, Duden PAETEC Institut

1991 – 1996

Freelance Sales Associate

Hamburg Mannheimer Versicherungs AG, Berlin

- Most recently working in personnel selection and development, previously field sales and customer acquisition
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01/2020 – 01/2023**Regional Head of HR**

Siemens Energy Global GmbH & Co. KG · spin-off from a DAX corporation, approx. 90,000 employees worldwide, approx. 24,000 of them in Germany

Member of the site management teams of several locations. Fully responsible for all operational HR work in the North-East region (approx. 6,500 employees), and from 1 March 2021 additionally for the NRW region (approx. 6,000 employees).

- Contribution to building the HR department and optimizing the HR process landscape in the newly founded company; restructuring of the HR department Germany including building an advisor pool
- Restructurings: participation in the social plan negotiations and later responsibility for implementation in the North-East and NRW regions (approx. 12,500 employees), including headcount reduction
- Transfer of a company-level collective agreement into the ERA pay framework of the industry-wide collective agreement: approx. 1,200 employees within 6 months without objections, including negotiations with the works council, individual discussions with employees and leaders, and the necessary administration
- Securing payroll: error-free payroll in the first month after the new company was founded
- Building health management in the supported business units; building a nationwide community on New Ways of Working
- Substantive support and design of labor court disputes at all court levels; HR policy activities within the area of responsibility

2015 – 2019**Head of HR and HR Business Partner**

Siemens AG, Region East

Member of the site management teams of several locations. Fully responsible for all operational HR work of the branches in Berlin, Brandenburg, Saxony-Anhalt, Saxony and Thuringia (approx. 4,500 employees at 7 sites) as well as the Berlin plants (approx. 9,000 employees).

- Restructurings, including involvement of the union
- Building health management and competence management in the supported business units
- Substantive support and design of labor court disputes at all court levels; HR policy activities within the area of responsibility
- Partner to the divisional management of the Energy Management division Germany in strategic HR matters, e.g. division-wide competence management, strategic workforce planning and development, and incentive plans (compensation & benefits)

2012 – 2015**Head of HR Saxony**

Siemens AG

Member of the site management teams of several locations. Fully responsible for all operational HR work in the federal state of Saxony (approx. 4,500 employees at 8 sites).

- Introduction of collective agreements, including negotiations on the introductory collective agreements
- Restructurings, including involvement of the union
- Building health management and competence management in the supported business units
- Support of the sale of business units, including the operational carve-out
- Reorganization and development of the HR department towards a competence-based work organization
- Substantive support and design of labor court disputes at all court levels; HR policy activities in the federal state of Saxony
- Member of the collective bargaining committee of the Association of the Saxon Metal and Electrical Industry (VSME)

2010 – 2012**Head of HR**

Siemens VAI MT GmbH, Legelshurst

Fully responsible for all operational HR work in a mid-sized, legally independent unit (approx. 350 employees).

- Contribution to the merger of subsidiaries into the parent company
- Introduction of the Siemens HR processes as part of the “One HR” project and of the ERA collective agreement
- Introduction of the Siemens terms of employment, including travel and assignment conditions, the Performance Management Process, the non-tariff compensation system, leadership dialogues, etc.

- Clarification and resolution of compliance violations
- Support of a competence and structural change in the workforce through a recruiting and training initiative
- Transfer of external payroll and HR administration to the company-internal shared services unit

2005 – 2010

HR consulting, health management and projects

Siemens AG, Berlin and Leipzig

- **2006 – 2010 HR consultant, later head of HR consulting:** member of the plant management in Leipzig (since 2009); fully responsible for the plants in Berlin (approx. 450 employees, since 2006) and Leipzig (approx. 300 employees, since 2008); functional responsibility and consulting (full), individual and collective labor law, change management, administration for consulting and internal communication (partial)
- **2005 – 2009 Health manager:** head of health management in the supported area of the Personnel Department Berlin and Leipzig; moderation, organization and professional support of the health working groups; organization of specific health promotion measures; conceptual work; professional networking with representatives of external companies and internally with colleagues and leaders
- **2006 – 2008 Project manager:** “Future Workshop Demographic Change” and “Controlling in Workplace Health Promotion”; professional supervision of several diploma theses
- **2007 – 2009 Projects in competence management:** design and delivery of seminars and events for leaders (e.g. “Fundamentals of Leadership”, “HR in Practice”); determination of the qualification needs in the Personnel Department Berlin
- **2005 – 2006 Recruiting specialist:** creation and publication of job advertisements according to staffing requirements, matching of applicants, advising leaders

EDUCATION AND TRAINING

2005 – 2008

Doctorate, Technical University of Berlin (summa cum laude, “excellent”)

Topic: Continuing education and health management – development of a methodology for applied workplace health management

2001 – 2003

Degree in continuing education management, Technical University of Berlin

Grade: very good

1996 – 2004

Degree in psychology, Technical University of Berlin

Focus: work and organizational psychology as well as social and educational psychology · Grade: very good

1990 – 1991

Studies in technical computer science, University of Applied Sciences for Technology and Economics Berlin

Not completed (upheaval after German reunification)

1988 – 1990

Military pilot training, Officer College “O. Lilienthal”, Bautzen

Ended by German reunification and the dissolution of the East German army (NVA)

OTHER ACTIVITIES

2008 – 2022

Honorary labor court judge

Berlin (2008 – 2010), Freiburg (2011 – 2012), Bautzen/Görlitz (2013 – 2015), Berlin (2016 – 2022)

2013 – 2015

Member of the collective bargaining committee of the Association of the Saxon Metal and Electrical Industry (VSME)

2014 – 2015

Member of the foundation council of the Lower Silesian Theatre Foundation, Görlitz

PUBLICATIONS

Döbler, A.-S., Emmermacher, A., Richter-Killenberg, S., Nowak, J. & Wegge, J. (2022): New insights into self-initiated work design: The role of job crafting, self-undermining and five forms of job satisfaction for employee's health and work ability. *German Journal of Human Resource Management*, 36, 113–147. <https://doi.org/10.1177/23970022211029023>

Nowak, J., Emmermacher, A., Wendsche, J., Döbler, A.-S. & Wegge, J. (2022): Presenteeism and absenteeism in the manufacturing sector: A multilevel approach identifying underlying factors and relations to health. *Current Psychology* (online publication). <https://doi.org/10.1007/s12144-022-03013-1>

Kemter, A., Emmermacher, A., Kotte, H. & Wegge, J. (2020): Arbeit und Gesundheit in der Generation 50+ – alter(n)sgerechte Führung. In V. Amelang, S. Eble, R. Sjuts, T. Ballast, H. Hildebrandt, F. Knieps, R. Lägél & P. Ex (Eds.), *Die Zukunft der Arbeit: in der Gesundheitsversorgung* (pp. 135–149). Berlin: MWV. (in German)

Wegge, J., Emmermacher, A., Döbler, A., Fritzsche, L., Kügler, J. & Nowak, J. (2018): Arbeitsfähigkeit, Arbeitsmotivation und Führung älterer Mitarbeiter: Stand der Forschung und neue Entwicklungen. In F. Knieps & H. Pfaff (Eds.), *BKK Gesundheitsreport 2018: Arbeit und Gesundheit Generation 50+* (pp. 190–201). Berlin: MWV. (in German)

Emmermacher, A., Rebitzer, F. & Wegge, J. (2017): Ursachen und Vorhersage von Präsentismus bei verschiedenen Personalgruppen – Ergebnisse einer Cross-Lagged-Panel-Analyse im Werk eines DAX-Konzerns. AOW 2017, Dresden, 13–15 September. (in German)

Ducki, A. & Emmermacher, A. (2010): Demografischer Wandel und Innovationsfähigkeit. In M. Schmidt & Ch. Schank (Eds.), *Die Metropolenregion Berlin vor demografischen und gesellschaftlichen Herausforderungen*. München: Rainer Hampp Verlag. (in German)

Emmermacher, A. (2008): *Gesundheitsmanagement und Weiterbildung – Eine praxisorientierte Methodik zur Steuerung, Qualitätssicherung und Nutzenbestimmung*. Wiesbaden: Gabler Verlag. (in German)

Weiherl, Ph., Emmermacher, A. & Kemter, P. (2007): Gesundheitsmanagement, Präsentismus und Core Self-Evaluations. In P. G. Richter, R. Rau & S. Mühlpfordt (Eds.), *Arbeit und Gesundheit – Zum aktuellen Stand in einem Forschungs- und Praxisfeld*. Lengerich: Pabst Science Publishers. (in German)

Rohkamm, G. & Emmermacher, A. (2006): Personalentwicklung und Gesundheitsmanagement. In F. Fredersdorf & M. T. Meifert (Eds.), *In Bewegung: Von der betrieblichen Weiterbildung zur strategischen Personalentwicklung*. Düsseldorf: Symposion. (in German)